



PHILIP L. BROWNING
Interim Director

County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

January 19, 2012

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning
Interim Director

Jerry E. Powers
Chief Probation Officer

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

**TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION
PROJECT IMPLEMENTATION PLAN: PROGRESS/ACTIVITY REPORT TO
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES**

On June 26, 2007, your Board approved the *Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Implementation Plan* permitting the Department of Children and Family Services (DCFS) and Probation Department (Probation) to make critical changes in the way child welfare services are provided to children and families in Los Angeles County. As part of the CADP and subsequent Memorandum of Understanding (MOU) with the State, we are to provide semi-annual Progress/Activity Reports to the California Department of Social Services (CDSS). Attached is our ninth Title IV-E Waiver Project Progress/Activity Report, covering the July 1, 2011 – December 31, 2011 period, submitted to CDSS on January 13, 2012.

The Departments will submit another update to your Board in approximately six months. If you have any questions, please call us or your staff may contact Aldo Marin, Manager, DCFS Board Relations Section, at (213) 351-5530.

PLB:RS:aw

Attachment

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

"To Enrich Lives Through Effective and Caring Service"



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January 13, 2012

Gregory Rose, Deputy Director
Children and Family Services Division
California Department of Social Services
744 P Street
Sacramento, CA 95814

Dear Mr. Rose:

Please find enclosed the Los Angeles County's Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Progress/Activity Report for the reporting period July 1, 2011 through December 31, 2011, submitted in partnership with the Probation Department.

We appreciate the opportunity to participate in this important effort to use flexible Title IV-E funds to test the effect of innovative strategies to accelerate efforts to improve outcomes for children and families in Los Angeles County. These efforts will build upon system improvements already underway among the Departments and their community partners. If you have any further questions, please contact Alan Weisbart, Children's Services Administrator II, at (213) 351-5740.

Sincerely,

A handwritten signature in black ink, appearing to be "PLB", written over a horizontal line.

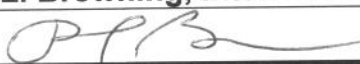
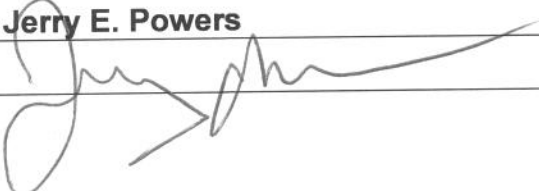
Philip L. Browning
Interim Director

PLB:RS:aw

Enclosure

**LOS ANGELES COUNTY TITLE IV-E CHILD WELFARE
WAIVER DEMONSTRATION CAPPED ALLOCATION
(CAP) PROJECT**

Cover Sheet

LOS ANGELES COUNTY TITLE IV-E CHILD WELFARE WAIVER DEMONSTRATION CAPPED ALLOCATION (CAP) PROJECT	
County:	Los Angeles
Responsible County Child Welfare Agency:	Los Angeles County Department of Children and Family Services
Period of Plan:	Progress
Period of Outcomes Data:	July 1, 2011 to December 31, 2011
Date Submitted:	January 13, 2012
County Contact Person for CAP	
Name:	Alan Weisbart
Title:	Children Services Administrator II
Address:	425 Shatto Place, Room 600, Los Angeles, CA 90020
Phone/Email	(213) 351-5740/ weisba@dcfs.lacounty.gov
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Philip L. Browning, Interim Director
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Jerry E. Powers
Signature:	

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)
Project Year Five, Reporting Period July 1, 2011 through December 31, 2011
Los Angeles County

I. Project Status

Waiver Funded Strategies/Initiatives – Department of Children and Family Services (DCFS)

During the first six months of CAP Year Five (July 1, 2011 through December 31, 2011), DCFS continued its focus on multiple core strategies, including the Point of Engagement (POE) approach to strength-based practice and community partnering, Structured Decision Making, Team Decision Making (TDM), Concurrent Planning and the Permanency Partners Program (P3). Information on specific Waiver funded strategies utilized during this period is as follows:

Expansion of Family Team Decision Making (TDM) Conferences – As previously reported, DCFS expanded the use of TDM conferences to meet the needs of youth at high risk of aging out of care without permanency through the use of Permanency Planning Conferences (PPC). PPCs continue to be held for youth ages 12 and older in group home care or in foster care two years or longer with no identified permanency resources. In addition, when the population of youth 0 – 12 years of age in group homes began to increase, PPCs were also scheduled for this target population of younger youth. On December 1, 2011, the Director implemented policy that a PPC must take place once every four months for children ages 0-12 years. Between July 1, 2011 and November 30, 2011, 125 youth received a PPC. Recommended plans for these 125 youth include:

- Transition to a family-based setting, including home of parent, relative placement, placement with a non-relative extended family member, legal guardianship or adoption – 41 youth (33%);
- Transition to a lower level of care, including lower Rate Classification Level (RCL) group home setting, Foster Family Home, Foster Family Agency (FFA), Intensive Treatment Foster Care (ITFC) or D-Rate Foster Home – 39 youth (31%);
- Maintenance in current level of care - 9 youth (7%);
- Termination of jurisdiction or emancipation - 19 youth (15%);
- Transition to a Regional Center placement - 4 youth (3%);
- Transition to a higher level of care - 0 youth (0%); and,
- Facilitator did not report recommendation – 6 youth (5%).

Of the 125 PPCs held from July 1, 2011 to November 30, 2011, the following outcomes were achieved for youth in congregate care or foster care without identified permanency resources:

- Family Based Setting:
 - Home of Parent – 1 youth
 - Relative Placement – 9 youth
 - Foster Family Home – 9 youth
 - MTFC/ITFC Placement – 1 youth
 - Residentially Based Services (RBS) – 1 youth
- Group Home Setting:
 - Lower Level of Care – 2 youth
- Medical Facility – 1 youth
- No change in status – 105 youth

Focused Family Finding and Engagement through Specialized Permanency Units at Three Regional Offices – Youth Permanency (YP) Units established during the first two years of the CAP continue to operate in three DCFS regional offices. These units serve the most challenging youth identified as high-need, who may have the following characteristics: no or limited family connections, multiple recent replacements, heavy substance abuse, recent psychiatric hospitalization, and repeat runaways. YP Unit social workers continue to receive training and support that assist in connecting or reconnecting youth to siblings, parents, extended family members and adult mentors. Focused efforts also foster stability and permanency for these youth. Between July 1, 2011 and November 30, 2011, the three YP Units served 217 youth.

It should be noted that, as designed, social workers in the YP Units carry reduced caseloads of 15 youth; however, as reported in our January 2011 and July 2011 progress reports, due to reassignments throughout the Department, YP caseloads rose to 24 cases last year. YP Unit supervisors report that caseloads have decreased to between 15–19 cases per worker. However, two of the three YP units have fewer CSWs than originally designed due to CSW reassignment and units not being able to fill behind these vacancies. With fewer staff and increased caseloads, YP Unit social workers are unable to optimally meet the permanency needs of these youth and test the effectiveness of this CAP strategy.

- **YP Units** – Between July 1, 2011 and November 30, 2011, the YP units served 217 high-need youth, with the following outcomes:
 - Home of Parent – 9 youth (4.1%)
 - Moving towards Adoption – 14 youth (6.5%)
 - Adoption – 3 youth (1.4%)
 - Legal Guardianship – 12 youth (5.5%)
 - Moving towards Legal Guardianship – 7 youth (3.2%)
 - Replacement from high-level residential group home care to a reduced level of care – 11 youth (5.1%)
 - Emancipation with connections – 35 youth (16.1%)

An additional 31 youth (14.3%) served in YP Units found increased connectedness in that they have new or increased contact with extended family members, siblings or other committed adults. Ninety-five youth (43.8%) had no change in status and continue to receive specialized services in an YP Unit. In reviewing the outcomes achieved by the YP Units, it is important to understand that youth served in these units are those identified as having the highest needs and those for whom finding connections and permanency is the most challenging. Although achieving connections without legal permanency is not the ideal, YP Unit social workers report seeing vast improvements in the emotional and behavioral health of these youth after they become connected to family or other important others.

Up-Front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues – To reduce unnecessary entries and reentries into foster care and assist parents in accessing services necessary for more timely reunification, DCFS, via contracted community-based Family Preservation (FP) providers, continued to provide up-front assessments (UFA) of high risk referrals involving mental health, substance abuse and/or domestic violence. Providers participate in TDM conferences and provide quicker linkage to Alternative Response Services (ARS) and FP Services, allowing an increased number of children to remain safely with their families.

Between July 1, 2011 and November 30, 2011, 2,080 families with 4,253 children received UFAs during referral investigations:

- Of the 2,080 families, 5% were referred for ARS and 11.9 % were referred for FP services.
- Of the 4,253 children whose families were served, 1,544 (36.3%) children were promoted to a case and received the following services:
 - Voluntary Family Maintenance – 865 (56.0%)
 - Family Maintenance – 375 (24.3%)
 - Voluntary Family Reunification – 52 (3.4%)
 - Family Reunification – 252 (16.3%)

Prevention Initiative Demonstration Project (PIDP) – PIDP began its fourth year in Fiscal Year (FY) 2011-2012, continuing to provide preventative services to primary, secondary, and tertiary populations through innovative and diverse strategies. Each lead contracted agency developed its own array of services, but is expected to meet contract deliverables by addressing three over-arching goal areas: increasing economic opportunities, decreasing social isolation, and increasing access to community-based resources.

While PIDP was initially a 12-month project in FY 2008-2009, DCFS subsequently obtained an additional four months of local funds for the lead agencies and DCFS regional partners to fully develop and implement their

prevention strategies. In FYs 2009-2010 and 2010-2011, CAP funding continued to be utilized to support the program. While the third year of PIDP saw a deepening of the PIDP strategies into the respective communities and increased engagement with the regional DCFS offices, there was a planned reduction in budget from \$5 million to \$2.5 million. This resulted in PIDP agency staffing reductions; however, many of the agencies were able to leverage other funding and in-kind sources to address loss of funding. In the fourth year plan for FY 2011-2012, the budget for PIDP was originally reduced from \$2.5 million to \$1.25 million. On December 13, 2011, the Los Angeles County Board of Supervisors approved the Department's request to increase funding for FY 2011-2012 by an additional \$1.25 million (\$2.5 million total) and extended the term of the eight PIDP contracts for the bridge period starting July 1, 2012 to June 30, 2013. In addition, the Interim Director was provided delegated authority, if necessary, to execute an optional six-month period from July 1, 2013 through December 31, 2013.

During the first 6 months of CAP Year Five, 3,930 clients were served by the PIDP network agencies; 711 were referred by DCFS, and 3,219 were non-DCFS community residents.

Youth Development Services – During the first six months of the CAP Year Five, the DCFS Youth Development Services (YDS) Division continued to provide cash assistance to ILP-eligible youth. Waiver funds were utilized for this purpose due to the suspension of the Emancipated Foster Youth Stipend (EYS). This assistance is designed to aid transition age youth with educational and vocational expenses, including: tuition, books and supplies, exam fees, high school graduation expenses, high school graduation diplomas, GED incentives, travel and miscellaneous expenses (e.g., bus passes, airline tickets, parking).

Additional Strategies - In addition to these specific CAP initiatives, DCFS has continued to utilize additional strategies to improve outcomes for children and families during CAP Year Five. These include:

Child Safety Enhancements – As detailed in our three previous progress reports, DCFS furthered its efforts to enhance and strengthen its focus on child safety through several widespread efforts. As reported, these efforts, originally overseen by the Emergency Response (ER) Redesign Workgroup, included updating computer systems, improving computerized management oversight, and enhancing ER training. Efforts also included working with the State for authority to extend the closure of referrals from 30 to 60 days and reallocating staff resources, safely reducing ER referrals open past this period between July 2010 and June 2011. Staff reallocation involved redeployment of non-case carrying staff and temporary reassignment of program staff to ER line operations, and hiring temporary ER social workers.

In addition, to strengthen the Department's social work practice and as part of the Katie A. Settlement Agreement, the Department implemented the Quality Service Review (QSR) Process in June 2010. To date, QSRs have been held in 11 regional offices, and participating offices report that feedback provided through the QSR process is very valuable. A Quality Improvement Steering Committee meets regularly and participating offices share practices they have implemented to improve areas of need identified in their QSR.

DCFS is currently developing a QSR for the Child Protection Hotline (CPH) and ER to inform DCFS on needed service improvements in both programs. The final ER protocols and reporting tool is scheduled to be completed on March 30, 2012. Once the Hotline and ER tool is completed, a formal QSR review will be conducted and DCFS will integrate the recommendations from the QSR into policy, procedure and practice.

To evaluate the effectiveness of child safety enhancements, DCFS monitors the following key ER activities and benchmarks: timely disposition of allegations and conclusion of referrals, and timely use of Structured Decision Making (SDM) for safety and risk assessments. In addition, DCFS continues to monitor timely response and timely social work. Per the University of California at Berkeley (UCB) Center for Social Services Research as of December 19, 2011, the rate of timely social work visits increased by 4.6% from 89.8% to 94.0% between the Baseline Period (July 1, 2006 – June 30, 2007) and Q2 2011, far above the national average of 62.5%. In addition, between Q2 2007 and Q2 2011, the timely response for Immediate Response Investigations increased 1% from 97.3% to 98.3%.

Intensive Treatment Foster Care (ITFC) – DCFS continues to achieve success with its ITFC Program, which provides intensive in-home services for children and youth ages 6–17 with serious emotional and behavioral problems. ITFC calls for one youth only to be placed in specially trained foster homes with 24/7 access to crisis intervention and support under the supervision of a Foster Family Agency (FFA) team that includes a program administrator, in-home support, case managing social worker and therapist. ITFC is a trauma-informed program using Trauma Focused-Cognitive Behavioral Therapy as the preferred treatment intervention overseen by the Department of Mental Health (DMH) and California Institute for Mental Health (CIMH). A second option offered under the ITFC Program is Multi-Dimensional Treatment Foster Care (MTFC), an evidence-based program also overseen by DMH and CIMH. MTFC is available for DCFS youth ages 12-17 who are in a group home, or children ages 6-11 who meet the eligibility requirements for an RCL 9 facility or higher, and who have an identified caregiver who would provide a permanent home were it not for the child's severe problem behaviors. Well-documented MTFC outcomes include positive changes with regard to child safety, placement permanence, and well-being.

ITFC continues to experience steady growth. DCFS has executed ITFC contracts with 12 FFAs, four of which also offer the MTFC model. By November 30, 2011, DCFS had 77 certified homes with an additional 22 pending certification. Since ITFC was instituted in May 2008, 157 youths have entered and received intensive services with 29 youth entering in the last six months. The majority of youth entering ITFC have had an average of seven prior failed placements and come to ITFC from group home settings. Of the youth exiting ITFC, 52 (55%) have transitioned to a lower level of care. Of those transferring to a lower level of care, over half (60%) were reunified with parents or legal guardians. At the end of November 2011, 63 youth were stably placed in an ITFC home.

As many foster youth qualify for this program, referrals to the program remain robust over this reporting period. However, the recruitment, certification and maintenance of committed foster families willing to work with this target population remain a significant challenge in Los Angeles as it does nationwide. One identified barrier is the adoption fees involved in the DCFS mandate that all foster parents be dually certified as foster and adoptive homes. On November 29, 2011, the Board of Supervisors approved the Department's request that the requirement that ITFC foster parents be dually certified as foster and adoptive parents be waived. However, they are still required to obtain both the foster care and adoption criminal clearances. DCFS will request that Board of Supervisors waive the adoption clearance because the additional fees may be a barrier to ITFC foster parent recruitment. It is hoped that removing this potential barrier to ITFC foster parent recruitment will increase the number of ITFC foster homes for high-need children.

Other recruitment efforts continue. DCFS and DMH ITFC staff are working with the providers on the first ITFC Foster Parent Recognition and Training Event set for February 17, 2012. Foster parents will be asked to bring others interested in becoming a foster parent. The ITFC program will also use community outreach tools, such as public service announcements, to publicize the need for foster homes dedicated to working with high needs youth.

In addition to the challenges of ITFC foster family recruitment, the development of ITFC treatment teams at each of the provider agencies is a time-consuming process. DCFS and DMH ITFC staff have been working closely to provide technical assistance to support this process. There is a particular need for advanced training specific to the care of emotionally and behaviorally challenged youth beyond the traditional FFA services. To this end, DCFS and DMH ITFC staff are reviewing nationally recognized curricula for therapeutic foster care programs that can be used to supplement the training of TFC providers and foster parents.

The recently proposed Katie A. Settlement that underlined the need for counties to utilize ITFC programs and other intensive services speaks to the need to

expand ITFC throughout California. DCFS and DMH ITFC program staff are participating in two state work groups: (1) the California Department of Social Services (CDSS) ITFC Work Group and (2) the Katie A Implementation Work Group. The CDSS Work Group defines the Title IV-E ITFC activities, distinguishing them from Medi-Cal billable mental health services, and reviewing the ITFC rate scale. The Katie A. Implementation Work Group prepares policy directives for intensive services across the state.

Residentially Based Services (RBS) Demonstration Project – Assembly Bill (AB) 1453 (Soto, Statutes of 2007) allows a multi-year pilot demonstration project to transform the State's long-term congregate group home care into a system of Residentially Based Services (RBS) programs seeking to reduce the length of placement time in group care and improve permanency outcomes. Currently, San Bernardino County, Sacramento County, San Francisco County and Los Angeles County participate in the RBS reform initiative.

As of November 30, 2011, 83 children were actively receiving RBS residential and community services in Los Angeles County. Fifty-two of the 83 children received RBS residential services and the remaining 31 children received services in the community. Between July 1, 2011 and November 30, 2011, 34 new children who were either placed in a group home or were at risk of such placement were enrolled in RBS and 28 children receiving RBS residential services were transitioned back to the community.

Monitoring and oversight activities are integrated into RBS early on to address unanticipated implementation related challenges and ensure conformity to RBS tenets. On November 2, 2011, DCFS RBS staff, RBS provider agencies and CDSS conducted an onsite review of San Bernardino County's RBS program. The Site Review included a tour of one of the Victor Treatment Centers, RBS Care Plan reviews, and various interviews with San Bernardino County's RBS staff, RBS provider agency staff, youth and families. On November 7, 2011, San Bernardino County's RBS program representatives and San Bernardino RBS service providers along with CDSS and Hays Consulting conducted a site review in Los Angeles County. This site review included a tour of HillSides, one of the three non-profit RBS program provider agencies in Los Angeles County (the other two being Five Acres and Hathaway-Sycamores). Participants in the Los Angeles County site visit also reviewed the Care Plans of selected RBS cases from all three service providers, interviewed County RBS staff, RBS provider agency staff, RBS participant families and a number of youth enrolled in the RBS program. RBS Site Reviews monitor the implementation of RBS, assess the fidelity to the approved RBS MOU and its evolving program tenets, and identify local technical assistance needed to begin assessing quality of services.

On October 18, 2011, an RBS focus group was held in Los Angeles County. The RBS focus group was intended to help collect information about the early lessons learned from the reform initiative. Casey Family Programs conducted the focus

group, which included interviews with RBS line staff and supervisors, provider agency staff, relatives, foster/adoptive families and birth parents. The focus group outcome will be uploaded and available for review on the RBS Reform website (<http://www.rbsreform.org/index.html>), as soon as finalized.

DCFS RBS staff work closely with CDSS and the three RBS provider agencies. In the spirit of working cooperatively with all participants, RBS Evaluation Meetings are held on a regular basis as data collection forums. RBS staff also meet twice monthly with the three RBS provider agencies, at RBS Open Doors Roundtable. The Open Doors Roundtable was created to function as the utilization review and management body for RBS. The Roundtable is responsible for gathering lessons learned, communicating those to the Open Doors Advisory Group and troubleshooting solutions. As such, participant agencies share with participants lessons learned, success stories and challenges.

Waiver Funded Strategies/Initiatives – Probation Department

Enhanced Cross-Systems Case Assessment and Case Planning (CSA) – Probation created CSA in conjunction with DMH and input from the group home provider community to ensure that youth's risks and needs are identified through a joint assessment using standardized assessment documents prior to placement. CSA was developed to provide a comprehensive method of assessing all youth with a new suitable placement order, with the goal of providing sufficient information for the case manager and group home provider to develop an individualized case plan for each youth. CSAs ensure that youth and families receive appropriate and targeted treatment while the youth is in congregate care to ensure successful family reunification which will reduce replacements. For this reporting period, Probation's CSA unit, comprised of two Deputy Probation Officers and one Mental Health Clinician, has completed 14% (119) assessments of the 868 youth that received a new Suitable Placement order. The original design, which included three Deputy Probation Officers and three Mental Health Clinicians revised Departmental policy to reduce the Juvenile Hall population. The need to shift staffing resources to mandated functions, combined with the revision, mitigated the CSAs ability to retain youth to complete the CSA process and led to the creation and implementation of the Probation Assessment Center (PAC) model.

Changes to the CSA Initiative began to take effect as Probation submitted a Request for Information (RFI) to all Group Home Providers in an effort to expand PACs to add more beds. Unfortunately, the RFI process did not coincide with the loss of some key members of the CSA unit due to other priority assignments within the Department. However, with the decrease in the CSA unit staffing, Probation has re-allocated the funding for the reduction of two Department of Mental Health clinicians into expanding contracts for Functional Family Therapy (FFT) and Multi-systemic Therapy (MST) which are leveraged with Early Periodic Screening Diagnosis and Treatment (EPSDT) funding.

Newly placed youth assigned to one of the two PACs at Rancho San Antonio and Boy's Republic group homes spend 30-45 days receiving extensive educational, psycho-social, substance abuse and criminogenic risk assessments facilitated by Licensed Clinical Social Workers. The increased time allows the provider to establish trust with the youth and engage the family to participate in the assessment and case planning process that is not possible because of the logistics and time for a CSA process. Both group home providers and Residential-based Supervision Case Managers/DPOs have related that they receive more comprehensive information from the PAC assessment which allows them to develop a meaningful and individualized case plan.

As such, Probation decreased the number of CSAs in favor of expanding PACs and ensured that newly placed youth receive the benefits of the PAC assessment process. For this review period, the PACs have assessed 33% (287) of the 868 youth that received a new Suitable Placement Order.

Youth who are not accepted to one of the PACs due to exclusion criteria, such as sex offender, female, and arsonists, continue to receive an assessment through the CSA when applicable. Youth that are recommended by the judge for a specific placement and/or released from a Residential Treatment Placement (camp) or Juvenile Hall prior to transfer to the CSA unit do not receive a CSA. This accounts for the 53% (462) that did not receive a PAC or CSA of the 868 youth that received a new Suitable Placement Order.

Expansion of Functional Family Therapy (FFT), Functional Family Probation (FFP) and Multi-Systemic Therapy (MST) – Under the CAP, Probation implemented FFT and MST, two evidence-based programs designed to treat youth and families. Initially, 15 DPOs were trained in FFT and 14 DPOs were trained in FFP. As a direct result of the reduction in out-of-home placements and based on the growing need to expand services to youth transitioning home as well as prevent youth from entering foster care, the Department was able to convert 9 additional DPOs from Residential-based Supervision to FFP Supervision during this reporting period. This strategic expansion of the FFP supervision model has ensured that more youth leaving congregate care will be provided with strength-based, intensive supervision occurring in the home. Prior to the start of the CAP, youth ordered Home on Probation visited their DPO once a month in a Probation area office. These DPOs typically carry upwards of 100 cases as opposed to the 20 cases that are carried by FFP DPOs who provide supervision in the home. During this reporting period a new contract was required to reestablish the FFP and FFT training and consulting contract with the California Institute of Mental Health (CIMH). At the request of the Board of Supervisors, the Department was required to provide a preliminary outcome analysis of all youth and families referred to FFT since its implementation in January 2008 (see ATTACHMENT I) to support the need to continue contracting for such services. A summary of results is documented in the local evaluation efforts section of this report.

During this reporting period, Probation and contract providers have served 270 youth and families in FFT. Two hundred and fifty five youth and families have received FFP supervision and 19 youth and families have received MST services.

Prospective Authorization and Utilization Review (PAUR) Unit – Probation has established the PAUR unit to assist in matching youth and families with appropriate services. This unit improves consistency in service utilization, as referrals to services are pre-approved based on whether a youth and family meet the specified focus of service. The PAUR unit handles referrals for Family Preservation, FFT, FFP and MST and processes referrals for youth who are considered at-risk of entering out-of-home care. The PAUR unit also oversees referrals for those youth transitioning from Placement back to the community and ensures that these programs are operating at full capacity. Each case is systematically reviewed to determine if the service provided addresses the youth's risks and needs as identified through assessments, the Probation Case Management System (PCMS), Court orders and Conditions of Probation. The PAUR unit has processed 958 referrals during this reporting period.

Expenditure Listing

Attachment II, Listing of County Waiver Investments for Project Year 5, provides the budgeted amounts for FY 2010-2011 strategies/initiatives as well as actual expenditures for the first quarters of FY 2011-2012 for DCFS and Probation.

II. Specific Implementation Areas

Implementation Assessment

Successes – Both departments continue to demonstrate success under the CAP. DCFS staff who conduct PPCs and manage YP Unit caseloads relate success in connecting and reconnecting youth with family and finding permanency for youth who have lived in group home care or congregate care for extended periods of time. All three YP units report their YP population's interaction with Emergency Response Command Post (ERCP) has decreased since the implementation of the YP units. YP Units have developed excellent relationships with caregivers and group homes social workers who care for their high-risk youth. These relationships have reduced the number of youth with after-hours emergency needs and have been placement resources for YP youth.

Staff managing the UFA program confirms the ability to more quickly and accurately identify and obtain services for families with substance abuse, domestic violence and mental health issues; it is believed that this expedited assessment and connection to services has allowed an increased number of parents to reunify more quickly with their children.

As described above and in previous progress reports, the Year Two PIDP evaluation found that prevention strategies for DCFS families were highly effective and families involved with PIDP expressed “significant improvement in quality of life indicators.”

Probation has seen a steady reduction in the number of youth and length of stay in congregate since CAP implementation. Although this downward trend began prior to the CAP, Probation has continued this trend during the fifth year of the CAP. Probation's CAP initiatives have been instrumental in realizing caseload reductions. The total number of youth placed out-of-home has dropped significantly since the beginning of the CAP, from 1,684 in July 2007 to 969 as reported through September 2011. During the reporting period the number dropped from 975 to 969. The average length of stay in congregate care has decreased from approximately 12 months at the beginning of the CAP to approximately 10 months (see Attachment III).

Probation has targeted those youth transitioning home from congregate care or at risk of entering out-of-home care. While it is not possible to determine direct causation between the CAP initiatives and the rapid rate of decline in the total number of youth in congregate care or the decline in average length of stay, Probation has made great strides in these areas. Youth who exit Placement with FFT, stay an average of six months while those youth who do not receive services stay in out-of-home care an average of ten months. Also the PAUR unit is diverting youth from placement in lieu of remaining in the community with intensive services, such as FFT, FFP, MST, Wraparound or Family Preservation.

This continuum of care did not exist for Probation youth prior to the CAP. The CSA and PACs allow Probation to assess youth prior to placement and to assist the DPOs in gathering information on the youth and family for case planning purposes. Once the youth is prepared to transition back to the community, he/she is referred for services through the PAUR unit and matched with the most appropriate community-based service. Research clearly shows that youth have better outcomes at home. Probation has targeted community-based, in-home services in attempt to improve outcomes for our youth and families. Due to the increased availability of interventions created under the CAP for at-risk youth, Probation has started to experience an organizational shift by becoming more treatment focused in the way that we intervene in the lives of the youth and families that we serve.

Challenges – Although DCFS and Probation have seen success through the CAP, there have been challenges as well, including those around fiscal claiming and reporting mandates. The departments have also grappled with the methodology for the apportionment of reinvestment funds. DCFS and Probation continue to meet on a monthly basis with the County's Chief Executive Office (CEO) and will continue addressing fiscal issues. In addition, DCFS re-hired on a consultant basis the retired Senior Deputy Director who previously oversaw

CAP fiscal issues for the first three years of the CAP and has considerable County fiscal expertise to assist in this process. This retiree met with Probation fiscal staff on July 13, 2011, and the departments have moved forward to fully resolve any remaining allocation issues.

During CAP Year Five, a substantial challenge for the departments remained in planning for the use of additional reinvestment funds. It was a challenge to plan the enhanced and expanded initiatives and move forward with additional innovative strategies due to the uncertain fiscal environment. As indicated in the previous most recent progress reports, the departments had planned to make investments into new or expanded initiatives during CAP Years Three and Four. However, State budget uncertainties and the impact of the 32% group home rate increase retroactive to December 14, 2009 impeded this effort. The departments were forced to utilize reinvestment funds to cover this unexpected and significant increase in group home costs. The Court decision to increase the rate paid to licensed foster parents, effective May 1, 2011, added to the fiscal planning challenges.

Receipt of the State planning augmentation on June 24, 2011 in the amount of \$14.2 million provided vital funding and allowed the planning and utilizing of reinvestment funds to move forward. On December 13, 2011, the departments received approval from the County Board of Supervisors to implement enhanced and expanded Waiver strategies (see Attachment IV). However, it should be noted that challenges to reinvest funds into these strategies continued to be of ongoing concerns with the countywide budget as well as existing contracting and hiring requirements.

An additional continuing challenge for DCFS over CAP Year Five has involved departmental leadership changes; four individuals oversaw the Department as Director, Interim Director and Acting Director between December 2010 and December 2011. While transitions related to the CAP have been relatively smooth, by their nature, transitions require educating and updating new participants and integrating their perspectives into planning.

DCFS continued to experience the impact of SB 39 and subsequent media coverage of child fatalities in Los Angeles County. While entries into care continued to decrease in CAP Year Five in comparison to the previous rating period, staff continued to express heightened anxiety and risk aversion with regard to leaving children in homes during child abuse investigations.

New California Legislation has caused Probation to account for changes to policies and practices. AB 109 and the release of parolees to the jurisdiction of county Probation departments will require shifting resources to address growing public safety concerns. Due to budget constraints, Probation has not been allowed to hire new staff to supervise these parolees and has been asked to use existing staff from other operations. As a result, some of the staff working on the

CAP initiatives have been re-assigned to fulfill the obligations of the re-alignment and has significantly impacted operations.

Additionally, California Fostering Connections to Success Act (AB 12/212) has affected future planning as Probation strategizes to implement this extension of Foster Care benefits to 18 and 19 year olds. Probation has identified staff to carry out the new duties outlined in AB 12/212. Due to ongoing budgetary constraints, lack of fiscal policy regarding claiming and whether AB 12/212 is outside of the Waiver, Probation will not immediately be able to hire new staff for this effort and will use existing staff to carry out the new requirements for those youth who opt into extended Foster Care. However, Probation is working with DCFS, Board Deputies and the Chief Executive Office to identify potential Administration funds to hire new staff to meet the needs of the Department.

Dual entry into the State's Child Welfare Services/Cases Management System (CWS/CMS) and Probation's Case Management System (PCMS) continues to be a workload impact. In October 1, 2010, Probation began entering data elements into CWS/CMS for National Youth in Transition (NYTD), National Data Archive on Child Abuse and Neglect (NCANDS) and Adoption and Foster Care Analysis and Reporting System (AFCARS). While CWS/CMS allows Probation more access to records and reports for foster youth, it requires dual entry by Probation Officers, which minimizes time available for case management activities provided to youth and families. Probation's policy requires staff use PCMS to document mandated requirements for delinquency.

Probation has received no additional funding for this mandate. As a result, Probation has been forced to roll out implementation, training and technical support using existing resources. Due to this strain on resources, full utilization of CWS/CMS as a case management system for Probation has been slowed.

Operational Issues – Any DCFS expenditures lower than the budgeted amounts are primarily attributable to delays in hiring and contract negotiations. All unexpended funds were rolled over to the following fiscal years and became part of the available unspent reinvestment funds.

Local Evaluation Efforts

The departments evaluate CAP implementation through comparison of baseline and current data related to exits, entries, placements, etc. as well as data provided through the UCB Center for Social Services Research. In order to evaluate the impact of specific CAP activities on targeted outcomes, DCFS monitors activities in relation to the overall goals of the CAP. For example, decreasing the number of youth in out-of-home care and congregate care reduces DCFS assistance costs, allowing DCFS to utilize these funds to reinvest in more program improvements.

A significant portion of DCFS reinvestment dollars have been budgeted and expended on UFAs through contracted Family Preservation (FP) agencies. DCFS, in conjunction with Casey Family Programs, is evaluating DCFS FP services, including UFAs. Currently, the FP evaluation Executive Summary and tables are being reviewed by the research team and are expected to be finalized by the end of January 2012. The evaluation team initially examined FP Family Maintenance (placement prevention) and FP Reunification Services. Subsequently, UFA and Alternative Response Services (ARS) will be examined. The evaluation asked five overarching questions: (1) Who is being served by different kinds of FP Services?; (2) What kinds of services are being provided by which agencies and in which DCFS offices?; (3) What does it cost to provide these services?; (4) What kinds of family outcomes are being achieved?; and, (5) What refinements need to be made in services and performance measurement?

As part of a larger effort to integrate the ongoing use of outcome data into child welfare practice, DCFS has developed a Data Partnership effort with staff throughout the Department, Casey Family Programs, consultants from the Western Pacific Implementation Center (WPIC) and the National Resource Center on Data and Technology. This Data Decision-Making Process, implemented in November 2011, allows staff and managers in each of the Department's offices, as well as centralized program staff, to assess key departmental measures by providing root cause analyses, exploring key underlying factors, and defining strengths and needs on a regular basis.

As previously stated, Probation recently completed an evaluation of Functional Family Therapy for the Los Angeles County Board of Supervisors and is working with Casey Family Programs to complete a more comprehensive baseline analysis of FFT, FFP and MST. This evaluation analyzes demographic information and recidivism rates for all youth served by Probation Placement to Community Transition Services since the beginning of the CAP (see Attachment I). For purposes of the analysis, recidivism was measured as any new arrest or violation petition that was sustained and resulted in a disposition for removal to an out-of-home placement such as group home, camp, or Division of Juvenile Justice (DJJ). Additionally, the two groups of FFT presented in the study were presented by aftercare and prevention. The aftercare population consisted of youth that reunified in the community upon release from group home care. The prevention population consisted of youth at imminent risk of removal to out-of-home care absent effective preventative services.

The following tables summarize the Demographic variables and results of outcomes by population and a comparison of those youth that successfully completed the program vs. those that were disenrolled (non-completers).

Table 1. Summary of Youth Characteristics by Group

	Aftercare (N=504)		Prevention (N=123)	
	n	%	n	%
Gender				
Male	404	80%	93	76%
Female	100	20%	30	24%
Race				
African-American	144	29%	35	28%
Latino	292	58%	78	63%
Caucasian	54	11%	7	6%
Asian-American	6	1%	1	1%
Other	8	1%	2	2%
Area				
SPA 1	57	11%	6	5%
SPA 2	112	22%	23	19%
SPA 3	141	28%	37	30%
SPA 4	22	5%	2	2%
SPA 5	9	2%	1	1%
SPA 6	61	12%	16	13%
SPA 7	55	11%	30	24%
SPA 8	47	9%	8	6%
Program Status				
Disenrolled	184	37%	49	40%
Graduated	289	57%	51	41%
Active	31	6%	23	19%

Table 2. Summary of youth who received FFT for aftercare services upon exit from group home care

	Disenrolled Aftercare ^a (N=184)		Graduated Aftercare (N=289)	
	n	%	n	%
Recidivism overall	75	41%	47	16%
New Arrests or Violations- Group Home	29	16%	12	4%
New Arrests or Violations-Camp	42	23%	34	12%
New Arrests or Violations-DJJ	4	2%	1	0%

^aYouth who moved out of county were excluded from this analysis as there was no guarantee they could be located in time for this analysis.

Table 3. Summary of youth referred to FFT for prevention of out-of-home removal

	Disenrolled Prevention ^a (N=49)		Graduated Prevention (N=51)	
	n	%	n	%
Recidivism	19	39%	5	10%
New Arrests or Violations-Group Home	13	27%	2	4%
New Arrests or Violations-Camp	6	12%	3	6%
New Arrests or Violations-DJJ	0	0%	0	0%

^aYouth who moved out of county were excluded from this analysis as there was no guarantee they could be located in time for this analysis.

Fiscal Management

Attached are the listings of actual services and expenditure amounts that have been claimed to Program Codes 701 (DCFS) and 702 (Probation) during the rating period (see Attachments V and VI). Also attached are the allocation expenditures for Probation (Attachment VII) and DCFS (Attachment VIII). The use of reinvestment savings for both Departments during the current project year is provided in Attachment II previously referenced in the Project Status Section. As indicated in the Challenges Section above, the County was prevented from expending additional CAP reinvestment dollars beyond the funding of second sequence activities during his rating period due to fiscal uncertainty.

DCFS - It is important to note that the costs claimed to Program Code 701 reflect only a small fraction of the use of reinvestment funds. The activities claimed to Program Code 701 reflect specific activities that were separately approved by the Board of Supervisors after the approval of the initial CAP Plan Budget. The initial CAP Plan Budget included a total shift of \$106 million in assistance funds included in the CAP capped allocation to the administrative budget over the five years of the CAP. These funds were shifted based on projected reductions in assistance costs that have materialized. An additional \$10.2 million in FY 2009-2010 and an additional \$7.2 million in FY 2010-2011 were shifted from the assistance budget to the administrative budget based on further actual assistance cost reductions. This makes a total of \$123.4 million in CAP funds that have been redirected from assistance costs to child welfare services costs. This has enabled DCFS to maintain and enhance pre-CAP services consistent with the goals of the CAP.

Probation - In June 2011, Probation hired a Financial Specialist dedicated to oversee the Title IV-E Waiver Administrative claims for the Department. Based

on technical assistance and guidance provided by CDSS and DCFS, the Department revised applicable claims and claiming practices to reflect appropriate program pin codes. As existing staff, eligible and claiming Administrative activities were converted to FFT and FFP, the Administrative claims continued to reflect existing claim codes rather than converting to Waiver pin code 702 (Probation) to demonstrate expenditures utilizing flexible funding. Additionally, as Child Welfare System Improve Plan (CWSOIP) funding is included in the State Allocation for the CAP, and the Department's existing claims exceed the Administrative CAP, the CWSOIP was expended for the Administrative claim and upon receipt of the revenue was separated into a trust account to be utilized for CWSOIP activities. Again, based on technical assistance, the claiming of CWSOIP is now coded to pin code 703 and subject to the Federal, State and County allocation percentages upon entry into County Expense Claim.

Planned Activities for the January 1, 2012 – June 30, 2012 Reporting Period

DCFS – On December 13, 2011, DCFS and Probation received approval of enhanced and expanded CAP strategies by the Board of Supervisors. DCFS will continue to utilize strategies designed to enhance child safety, reduce timelines to permanency, reduce reliance on out-of-home care, and enhance child well-being. In addition, the Department will use strategies to enhance self-sufficiency.

Due to concerns with safety outcome rates and increased rate of reentry, the Department targeted the majority of its reinvestment funds to improve safety. In addition to continuing its second sequence strategies, YP Units, PPCs for youth in extended care and group home care, and UFAs across the County, DCFS will enhance or expand the following strategies:

Prevention Initiative Demonstration Project - Utilize CAP funding to increase the PIDP FY 2011-2012 budget from \$1,250,000 to \$2,500,000 and extend PIDP for a fifth year from July 1, 2012 to June 30, 2013 for \$2,500,000. An additional six-month extension through December 31, 2013 was also approved, should time be needed to complete the pending Promoting Safe and Stable Families(PSSF)/Child Abuse Prevention, Intervention and Treatment (CAPIT) programs solicitation, which will incorporate the most effective PIDP services.

Time Limited Family Reunification (TLFR) - Increase the current Departmental Services Order (DSO) with the Department of Public Health (DPH) by 32% for TLFR. DCFS currently has a Memorandum of Understanding (MOU) with DPH to enhance, through funding, the availability of alcohol and drug assessment and treatment services for DCFS families who are eligible for TLFR services. The intent of these services is to connect DCFS families with children placed in out of home care for 15 months or less and a family reunification service component with timely, intensive and responsive substance services in order to facilitate reunification.

Adoption Promotion and Support Services (APSS) - Restore funding cuts by 10% to APSS. The overall goal of the APSS is to increase and sustain permanency through adoption for DCFS dependent children.

Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT) - Increase funding to CAPIT by 10%. This increase in funding will increase at-risk families' access to community-based mental health and prevention-based services.

Hubs - Hire temporary out-stationed CSWs and temporary Public Health Nurses (PHNs) to be located at the seven medical Hubs located through the County. The countywide Medical Hub Program is a partnership with DCFS, DMH and the Department of Health Services (DHS) to create better outcomes for children and families by providing expert medical examinations, forensic evaluations and mental health screenings.

Expanded Public Health Nurses - Hire 20 temporary PHNs and appoint five Acting Public Health Nurse Supervisors (PHNS) to be co-located in DCFS regional offices to provide PHN services to children across the continuum of care as a twelve month pilot project. The mission of the PHN Program within DCFS is to promote health, safety, and well-being; prevent disease, and facilitate the provision of health care services for children and families served by DCFS.

Parents in Partnership (PIP) - Extend the current contract with parent partners to expand PIP services to all regional offices. PIP is a collaborative effort initiated in 2006 between DCFS and contracted parents who were formerly involved with DCFS and successfully reunified with their children. PIP was implemented to bring about system change to help facilitate timely reunification and permanency through education, support, positive role modeling, and mentoring of DCFS involved parents by contract Parent Partners. The program has been funded since commencement by the Annie E. Casey Foundation. Due to a shifting in the Foundation's priorities, it will no longer fund PIP after December 31, 2011.

Emergency Response (ER) Caseload - Extend the services of 57 temporary CSWs currently assisting with the closure of ER referrals that have remained open over 60 days to one year each. This expansion will end on April 30, 2012.

In-House Legal Services - Expand the current DSO with County Counsel to provide an additional 12 attorneys to the six existing attorneys co-located in regional offices to provide legal consultation. The 18 attorneys will be allocated to each of the 18 DCFS regional offices. The attorneys will provide support to Departmental staff by providing consultation for following matters: processing warrant requests and use of warrants; case specific issues; preparing CSWs to testify in Dependency Court; preparing trial documents; processing adoption

documents; and training DCFS staff in all areas of dependency law, including new legislation.

Coaching and Mentoring – Augment coaching and mentoring deliverables provided to CSWs, Supervising Children's Social Workers (SCSW) and agency partners based on the DCFS Core Practice Model to enhance skill development in strengths needs practice, engagement and teaming.

Project (Screening and Assessment for Family Engagement) SAFE – Develop an MOU with DPH's Substance Abuse Prevention and Control (SAPC) program to cover the cost of Community Assessment Services Center (CASC) assessments, along with drug and alcohol testing for all clients who participate in the assessment process. Project SAFE collaboration seeks to strengthen the screening and assessment process for better identification of the needs of clients' substance use disorders and provide timely access to treatment.

Enhanced Specialized Foster Care with the DMH – Expand the MOU with DMH to hire five temporary Psychiatric Social Workers II (PSWs) placed in the offices aligned with the 11 delinquency courts, allowing for better alignment with the DCFS Core Practice model. The Enhanced Specialized Foster Care project includes youth who are dependents and who have a new WIC 602 petition filed in delinquency court. These cases are referred to a Multi-Disciplinary Team (MDT) made up of staff from DCFS (WIC 241.1 Unit), Probation, DMH, and education consultants. The MDT is responsible for preparing joint assessments and making recommendations to the Court regarding the appropriate legal status for the youth and for creating an appropriate case/service plan for the youth.

Upfront Permanency Partners Program (P3) – Expand the P3 programs to provide upfront family finding and engagement in all DCFS regional offices by hiring 15 additional retirees P3 workers (CSW III) and 2 retirees as SCSWs. In February 2010, the P3 program began a small Upfront P3 pilot in the Compton office to study the impact of family finding and engagement to identify family connections as early as possible. In September 2010, Health and Human Services awarded the Department a five-year federal demonstration grant focused on strategies that help children achieve timely permanence. Building on the work of the P3 Upfront pilot, the Department was able to expand Upfront P3 to three offices.

Youth Development Services – Allocate Waiver funds to redirect an equal amount of Chafee funds for the YDS Individualized Transition Skills Program contract to support each eligible youth's self-sufficient plans by providing direct funds for housing assistance, employment, job training, clothes, transportation and education assistance.

Countywide Foster Youth Education Project - Expand the First Supervisorial District Education Pilot Program by 20 CSW IIIs and add 35 contracted Academic

Remediation Counselors (4 CSWs and 7 Academic Remediation Counselors per supervisorial district) to be co-located in schools in each Supervisorial District. Increasing the number of contracted Academic Remediation Counselors, designated Children's Social Workers (CSW) and clerical support will allow DCFS to collaborate with additional schools throughout the County in implementing this program. With this funding, an estimated 700 additional youth and families will be provided with intensive education services and support.

Probation will continue to expand and enhance the existing strategies to target youth transitioning from out-of-home care and those at-risk of entering out-of-home care while implementing several new initiatives.

Expansion of Placement Assessment Centers - Prior to the start of the CAP, Probation entered into an agreement with two Group Home Providers, Rancho San Antonio and Boy's Republic, to open Placement Assessment Centers (PACs). These PACs have a limited number of beds, but provide a 30-day comprehensive assessment with Psychosocial, Psychiatric, Educational, Substance Abuse and Gang/Antisocial Identification components.

Probation aims to expand the PACs to ensure that between 75-80% of all Placement youth, new and replacement, receive this quality assessment. Probation will also ensure that beds become available for our female Placement youth. Probation believes that more time to conduct a comprehensive assessment will result in better outcomes for Placement youth. While the PACs were not created as a Waiver initiative, the expansion of the PACs will further assist Probation in realizing the goals of increased child safety, increased and timelier exits to permanency and increased placement stability.

The funding that was dedicated to paying for three DMH staff as part of the CSA will be re-allocated to expanding existing Mental Health contracts and expand FFT, FFP and MST.

241.1 WIC Dual Supervision Countywide Expansion – Probation, in collaboration with Superior Court (Juvenile Presiding Judge), DCFS, DMH and other stakeholders are implementing the enhanced Dual Status Project as part of the Crossover Youth Initiative. This initiative is currently expanding countywide. This project includes pre and post adjudication Multi-Disciplinary Team (MDT) meetings, involving partner agencies, education, parent/guardian, youth and community-based organizations, enhanced assessment and enhanced cross systems case management.

This initiative would expand the current operational unit by 10 DPOs and one Supervising Deputy Probation Officer (SDPO) to address the requirements of the enhanced Dual Status model and related protocols. Additional staffing is required in order to accomplish fidelity to the Dual Status model, to continue the project's MDT approach, support collaborative efforts to prevent youth from

crossing over from dependency to delinquency and best serve the interest of the youth.

Expansion of Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST) – Probation has adopted FFT and MST as the first line evidence-based, family focused treatment approach to serve Probation youth at-risk of removal from home and youth returning home from congregate care. Additional FFT and MST services resulting from amended contracts will allow Probation to serve a greater number of youth, thereby continuing to decrease entry and re-entry into congregate care. Probation will not be adding any additional staff to this effort, but will instead be amending existing contracts with our community-based partners, Shields for Families and Starview, to increase capacity.

Expansion of Functional Family Probation (FFP) Supervision – Probation utilized Waiver funding to create an aftercare unit for youth transitioning into the community from out-of-home care. Placement Aftercare DPOs support both in-house and contracted FFT and MST service providers by providing intensive supervision using the evidence-based Functional Family Probation supervision model. Probation is seeking to add four additional FFP DPOs to increase capacity and to ensure successful transition and linkages to appropriate treatments for Probation youth.

Countywide Foster Youth Project – Implement the First Supervisorial District Education Program, which was established in September 2008, by Los Angeles County Supervisor Gloria Molina. The goal of the Countywide Foster Youth Project is to increase graduation rates by identifying an educational advocate for each foster youth, improving academic performance through the use of educational case plans and data gathering, and encouraging student retention in the K-12 school system. Probation will utilize Waiver funds to pilot this program for Probation youth in all Supervisorial Districts (countywide) by contracting with community partners to hire Remediation Counselors.

Expansion of Mental Health Aftercare Services – Group Home providers have contracts with DMH to provide coordinated case management aftercare services to youth returning home from care. These services assist in providing a continuum of care and ensure linkages are made once the youth transitions home. This strategy will improve permanency resulting in a decrease of reentries into out-of-home care. Probation will develop an MOU with DMH to increase contracted allocations to Group Home providers that provide youth transitioning from, or at risk of reentering congregate care with aftercare services in the community.

Expansion of Placement Permanency & Quality Assurance Group Home Monitoring Unit – The Placement Permanency Quality Assurance Unit currently has four Group Home Monitors who are required to conduct compliance reviews on 24 agencies in 59 sites. The Group Home Monitors also investigate any

allegation of non-compliance to the County contract as well as any allegation of maltreatment or child endangerment occurring at any of the Group Homes. Given the volume of high-priority responsibilities, Probation will seek to expand this unit by hiring two DPOs and four Program Analysts. This will ensure that allegations of maltreatment are investigated in a timelier manner and that our youth are placed in safer, more stable care.

Probation Case Management System (PCMS) Enhancements and Data Interface – The following PCMS enhancements and Data Interface initiatives are not directly tied to one or more of the Waiver outcomes, but funding would assist in meeting the goals of multiple outcomes as less time will be spent on dual-entry and more accurate information will allow Probation officers to spend more time on case management activities.

PCMS Interface with CWS/CMS – Probation will use Waiver funds to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor to build an interface between CWS/CMS and PCMS. Valuable case management information and data are currently being manually entered by Placement DPOs into both PCMS and CWS/CMS, as mandated by the State. In an effort to avoid this dual entry, Probation is seeking to build an electronic interface that will pull information from CWS/CMS and enter it into PCMS.

PCMS Interface with Department of Social Services LEADER - Probation will use Waiver funds to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor who can support the building of a PCMS interface with the Department of Public Social Services (DPSS) Data Sharing for Medi-Cal Pre-Release (required by the State of California through SB 1469), and DPSS Data Sharing for Grand Jury Reporting (required by the State of California through SB 1147) regarding minors in Probation custody for over 30 days. This will also support information sharing with DCFS. The Probation Information Systems Bureau does not currently have enough staff to support this endeavor. An ITSSMA contractor is critical to help identify interface requirements from source systems; create, extract, transfer, and load solutions; communicate effectively with internal and vendor developers and other technical resources to create interface programs; and test and troubleshoot interface issues. The Data Interface will assist all departments in ensuring compliance with SB1469. Additionally, the interface will support the Department by notifying DPSS when youth are returned home from Placement triggering reinstatement of Medi-Cal benefits which will prevent a lapse in aftercare services.

PCMS Enhancements for the Placement Module – Probation will use

Waiver funds to offset the cost of PCMS enhancements, support and maintenance related to Placement Services. PCMS is a large and complex system that provides intensive juvenile field case management functionality, including investigation, supervision, placement, and various special units. With additional funding, modifications to the system can be made to better support the case management needs of Placement minors.

Expansion of Substance Abuse Services – Probation will be developing a MOU with DPH to use existing contracted agencies to provide community-based services to youth identified with substance abuse risk factors. The availability and utilization of these services will provide judicial officers with community-based alternatives for substance abuse violations resulting in less detentions and out-of-home removals.

Youth Development Services (YDS) - Chaffee/Foster Care Independence Act funds (federal and state dollars) are used to fund YDS transition age youth between ages 16 and 21. Probation will use Waiver funds to redirect an equal amount of Chafee funds for the YDS Individualized Transition Skills Program contract. This will afford funds to provide Independent Living Program (ILP) supportive services to the age 16-21 eligible Transition Age Youth (TAY) population and support each youth's self-sufficiency plans by providing direct funds for housing assistance, employment, job training, clothes, transportation and education assistance. Probation will also pursue a MOU and a DSO with Community Senior Services (CSS) to provide full-time employment opportunities for at least 100-125 Probation TAY youths. This will assist youth with successful transition back into the community by obtaining employment.

Multi-Disciplinary Team Decision-Making – Beginning in January 2010, Probation began a Multi-Disciplinary Team Decision-Making (MDT) pilot at Rancho San Antonio Group Home focused on youth leaving Placement. The purpose of the MDT meeting is to assess the progress that the youth has made while in Placement and to match the youth and family with the most appropriate service to aid in the transition back to the community. The MDT brings Probation staff, Group Home staff, Educational Liaisons, Service providers, the youth and family together to discuss the risks and needs of the youth and family. This interdisciplinary team also determines the most appropriate treatment and education plan for the youth moving forward.

Probation is in the midst of expanding this pilot program to all Group Homes where Probation youth are placed. The expansion will consist of initial MDT meeting to determine a course of treatment for the youth during his/her placement stay as well as a transition MDT meeting to assist when the youth transitions back to the community.

Templates – Please note that the following templates, referenced earlier in this report, are attached:

Attachment I, Probation Functional Family Therapy Case Review
Attachment II, V, VIII, CWS Fiscal Workbook
Attachment III, Probation Placement Data
Attachment IV, CWS and Probation Request for Approval of Enhanced and Expanded Title IV-E Waiver Capped Allocation Demonstration Project Strategies
Attachment VI, VII Probation Fiscal Workbook
Attachment IX, CWS Dynamic Report System – Key Outcomes Presentation Tool for Point in Time 2007-2011

**Los Angeles County Probation Department
Placement Services Bureau**

Functional Family Therapy (FFT) Case Review

Background

Title IV-E Waivers

In 1994, Congress passed Public Law 103-432 which introduced the concept of waiving certain requirements of Titles IVB and IVE of the Social Security Act in an effort to reform Child Welfare. Waiver demonstrations allow for States to use previously restricted Title IVE funds for benefits and activities beyond maintenance (group home placement cost) and administration (staffing, case management, etc.) on services that protect children from abuse, neglect, preserve families and promote permanency. Waivers also waive eligibility requirements and allow for States to expend funds on non-IVE eligible children.

On March 31, 2006, the California Department of Social Services (CDSS) received approval from the U.S. Department of Health and Human Services (DHHS) for the Cost Allocation Plan (CAP). The five-year demonstration project allows counties flexibility to use federal and state foster care maintenance and administrative funds for the provision of direct services to children and their families. It also supports child welfare practice, program, and system improvements for early intervention, reunification efforts, and reduction of out-of-home placements.

The target population is Title IV-E and non-Title IV-E eligible children ages zero through nineteen currently in out-of-home –placement, or who are at risk of entering or re-entering foster care. Any foster care savings that occur as a result of the waiver demonstration must be reinvested by the participating counties in child welfare services program improvements. Alameda County and Los Angeles County are the only two participating counties in California. The demonstration project was implemented on July 1, 2007.

On June 26, 2006, the Los Angeles Board of Supervisors approved the Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP), allowing DCFS and Probation (the Departments) to expand and/or implement their first sequence CADP strategies and fill necessary staff positions. Under this plan, effective July 1, 2007, the Departments began to implement critical system changes in the way child welfare services are provided to children and families in the County. First sequence strategies focused on providing services and finding permanency for youth in extended care and group home care.

Prior to Waiver implementation, the Department had 1,684 Probation youth in an out of home foster care placement for an average of 361 days. In an effort to reduce the number of out of home placements, the Department conducted extensive research to find an evidence-based intervention that not only targeted the criminogenic risk factors leading to delinquency, but would also address family functioning to mitigate unnecessary removal from the home and the community. As a result, Probation adopted Functional Family Therapy (FFT) as the first line evidence-based, family focused treatment approach to serve youth at-risk of removal from the home and youth returning home from congregate care. FFT services are delivered in the home, school, and community in an effort to prevent entry and re-entries into congregate care, as well as reducing the number of re-arrests resulting in a higher level placement such as Residential Treatment or secure juvenile corrections.¹

Use of Functional Family Therapy in Juvenile Probation

Functional Family Therapy (FFT) is an outcome-driven prevention/intervention program for youth who have demonstrated the entire range of maladaptive, acting out behaviors and related syndromes. The intended client population are parents and youth, aged 11-18, at risk for and/or presenting with delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. Often these youth present with additional co-morbid challenges such as depression. FFT has empirical research to support its effectiveness with youth and families in the juvenile justice system when implemented with fidelity to the model. FFT is a copyrighted intervention which requires ongoing certification for its use, which includes ongoing consultation and quality assurance to ensure staff competence and adherence to the program model.

FFT was developed to be delivered in a variety of settings, including schools, child welfare facilities, probation and parole offices/aftercare systems. FFT does not require practitioners to be licensed clinicians and has trained Probation and Parole Officers around the world to deliver the FFT intervention. In 2007, fifteen (15) Deputy Probation Officers (DPOs) were recruited based on characteristics designated by FFT Inc., and trained to begin implementation of this treatment method.

The use of DPOs is considered highly beneficial for reasons such as:

- DPOs have the field of study and in-service training that better equips them to assist and support the family in navigating the juvenile justice system. Most clinical social workers and clinical psychologists do not have this knowledge or experience.

¹ See <http://www.fftinc.com/>

- DPOs have a law enforcement background with safety training and equipment that facilitates their provision of in-home services in areas of high crime and gang activity.
- DPOs have the ability to provide services to youth and families who do not have full-scope Medi-Cal coverage or adequate private health insurance that often is a barrier to a Department of Mental Health (DMH) or community-based organization's (CBO) clinician's ability to receive and sustain services.
- DPOs can ensure greater participation in treatment due to (1) closer collaboration with the Court; (2) through stronger collaboration with case carrying DPOs; and (3) by coordinating efforts through the DPOs community knowledge and provider base. These linkages avail the DPO of enhanced opportunities for successful maintenance of the youth with a relative care giver and a reduction of recommendations for out-of-home placement.
- Probation has the utility of being able to secure an ongoing training and consultation cost offset with Title IV-E Waiver funds. In other words, the structure of the IV-E Waiver allows Probation to use the funds flexibly during the 5 year Waiver period (plus 1 year extension) to tailor staff training and consultation services as needs emerge, and there are new learnings from proven practices. Should the Waiver end, these specially trained staff members are transferable to operations that remain IV-E claimable, either in whole or in part, based upon the nature of the claimable case management activities provided by the DPO.
- In contrast, other social services staff cannot be transferred. For example, staff hired and trained as interventionists who hold DMH classifications (social worker/clinicians) are not transferable to other Probation Department functions as their duties and responsibilities are specific to clinician services, and they lack the critical criminal justice education, background and Peace Officer training that is essential to transfer elsewhere within the Probation Department.
- Use of DMH-type classifications creates "classification islands," where staff in these specialist positions lack the commensurate supervision and managerial training and experience that would enable them to provide, for example, probation supervision and management oversight. In addition, classification islands substantially reduce or eliminate staff upward mobility, resulting in recruitment challenges, the potential for gradual consolidation of marginal staff performers, and higher clinician turnover as more talented clinicians realize that leaving Probation is their only effective means to take on greater challenges, obtain career advancement, and fulfill their clinical aspirations.

Program Goals

LA Probation Department Mission and Goals

The mission of the Los Angeles County Probation Department is to reduce recidivism, improve public safety, and effect positive behavioral change. In addition, the Placement Services Bureau is responsible for youth who receive an order for suitable placement from juvenile delinquency court and are subsequently placed in group home care or with a relative/guardian. The Department also provides aftercare supervision, independent living services, and administration of the Title IV-E Waiver for Probation.

In support of the Department's mission and the Waiver objectives, the Placement Services Bureau (PSB) has identified the following goals:

- Safely reduce the number of youth placed in a group home
- Reduce the average length of stay of youth in an out of home placement
- Reduce the number of youth re-entries into foster care

PSB has implemented the following activities in an effort to achieve these goals:

- Train qualified staff in the tenets of FFT to be delivered in each of the Service Planning Areas
- Reunify youth and families who qualify to transition home with FFT services in a timely manner
- Provide youth and families with FFT aftercare services to support successful reunification and transition back home
- Provide youth and families with FFT services when the youth is at imminent risk of removal into foster care.

Program Design

Target Population and Referral Process

Probation youth returning home from congregate care or at imminent risk of removal from their home into foster care are eligible to receive FFT services.

Referrals for FFT are sent to the Prospective Authorization and Utilization Review Unit designated with matching youth and families with appropriate services. Referrals are screened to ensure that youth have met eligibility criteria (level of delinquency, history of conduct/defiance disorder, and family's availability to participate in treatment), and assigned to one of the fifteen trained interventionists based upon location and responsivity factors. Responsivity factors maximize the offender's ability to learn from a rehabilitative intervention by providing cognitive behavioural treatment and tailoring the intervention to the

learning style, motivation, abilities and strengths of the offender (i.e., language, gender, mental health, culture and ethnicity, psychopath, sex offender).²

Program Model

Youth and families assigned to FFT are met by the interventionist for an initial intake session and receive pre-tests to assess functioning at baseline. Subsequently, weekly counseling sessions are scheduled and the clients are transitioned or phased through the five program components of FFT: Engagement Phase, Motivation Phase, Relational Phase, Behavior Change Phase, and Generalization Phase. FFT Inc. has provided the following descriptions for each phase:

Engagement Phase: The goals of this phase involve enhancing perception of responsiveness and credibility; demonstrating a desire to listen, help, respect, and “match;” and addressing cultural competence. The main skills required are demonstrating qualities consistent with positive perceptions of clients, persistence, cultural /population sensitivity and matching.

The therapist focus is on immediate responsiveness and maintaining a strength-based relational focus. Activities include high availability, telephone outreach, appropriate language and proximal services or adequate transportation, contact with as many family members as possible, “matching” and respectful attitude.

Motivation Phase: The goals of this phase include creating a positive motivational context, minimizing hopelessness and low self-efficacy, and changing the meaning of family relationships to emphasize possible hopeful experiences. Required phase skills consist of relationship and interpersonal skills, a nonjudgmental approach, plus acceptance and sensitivity to diversity. Therapist focus is on the relationship process; separating blaming from responsibility while remaining strength-based.

Therapeutic activities include the interruption of highly negative interaction patterns and blaming (e.g., divert and interrupt), changing meaning through a strength-based relational focus, a pointing process, sequencing, and reframing of the themes by validating negative impact of behavior, while introducing possible benign/noble (but misguided) motives for behavior. Finally, the introduction of themes and sequences that imply a positive future are important activities of this phase.

Relational Assessment: The goals of relational assessment include eliciting and analyzing information pertaining to relational processes, as well as developing plans for Behavior Change & Generalization. The skills of perceptiveness and understanding relational processes and interpersonal functions are required. The focus is directed toward intrafamily and extrafamily

² http://www.publicsafety.gc.ca/res/cor/rep/risk_need_200706-eng.aspx

context and capacities (e.g., values, attributions, functions, interaction patterns, sources of resistance, resources, and limitations).

Therapist activities involve observation, questioning; inferences regarding the functions of negative behaviors, and switching from an individual problem focus to a relational perspective.

Behavior Change Phase: Behavior Change goals consist of skill building, changing habitual problematic interactions, and other coping patterns. Skills such as structuring, teaching, organizing, and understanding behavioral assessment are required. Therapists focus on communications training, using technical aids, assigning tasks, and training in conflict resolution.

Phase activities are focused on modeling and prompting positive behavior, providing directives and information, and developing creative programs to change behavior -- all while remaining sensitive to family member abilities and interpersonal needs. **Generalization Phase:** The primary goals in the Generalization phase are extending positive family functioning; planning for relapse prevention and incorporating community systems. Skills include a multisystemic/systems understanding and the ability to establish links, maintain energy, and provide outreach. The primary focus is on relationships between family members and multiple community systems. Generalization activities involve knowing the community, developing and maintaining contacts, initiating clinical linkages, creating relapse prevention plans, and helping the family develop independence.

Upon successful completion of the FFT program, the youth and family complete a post-test assessment which is analyzed by FFT Inc. to evaluate program effectiveness and model adherence/fidelity. Research suggests that programs should not be evaluated until the program has been implemented for a minimum of three years to allow for process improvements to ensure program fidelity. The Department has operationalized the FFT program model for the last two and a half years. And Probation staff have not completed the required training and consultation to model adherence due to the lack of a contract in the past 11 months. For these reasons, an outcome study has not been completed. However, based upon the request to provide recidivism data to support renewal of the sole source contract with the California Institute of Mental Health to renew licensure, as well as to provide training and consulting services for FFT, the Department is providing the following early findings for review.

Preliminary FFT Data Analysis

Methodology

All youth deemed suitable for FFT services between January 2008 and September 2011 were identified for this analysis (N=627). But youths in the "Disenrolled" category were excluded if they (a) had moved out of the county; (2) had their case terminated and were not receiving services during the study period; and (3) were absent without leave (AWOL) or had a bench warrant, were detained in juvenile hall, or were placed in juvenile detention camp prior to entering the Engagement Phase.

For purposes of this analysis, recidivism is measured as any new arrest or violation petition that was sustained and resulted in a disposition for removal to an out of home placement such as group home, camp, or Division of Juvenile Justice.

Two groups of FFT-served youth are presented: aftercare and prevention. The aftercare population consists of youth that reunified in the community upon release from group home care. The prevention population consists of youth at imminent risk of removal to out of home care absent effective preventative services. Note in Table 1 how most of these youth are male (76-80%), Latino (58-63%), are served in predominantly SPAs 2, 3 and 7 (for prevention). A substantial proportion of this treatment cohort was disenrolled (37-40%).

Table 1. Summary of Youth Characteristics by Group

	Aftercare (N=504)		Prevention (N=123)	
	n	%	n	%
Gender				
Male	404	80%	93	76%
Female	100	20%	30	24%
Race*				
African-American	144	29%	35	28%
Latino	292	58%	78	63%
Caucasian	54	11%	7	6%
Asian-American	6	1%	1	1%
Other	8	1%	2	2%
Area*				
SPA 1	57	11%	6	5%
SPA 2	112	22%	23	19%
SPA 3	141	28%	37	30%
SPA 4	22	5%	2	2%
SPA 5	9	2%	1	1%
SPA 6	61	12%	16	13%
SPA 7	55	11%	30	24%

SPA 8	47	9%	8	6%
Program Status*				
Disenrolled	184	37%	49	40%
Graduated	289	57%	51	41%
Active	31	6%	23	19%

In comparing actual youth outcomes using Tables 2 and 3, the disenrolled youth had much higher rates of Recidivism, New Arrests or Violations- Group Home and New Arrests or Violations-Camp.

Table 2. Summary of youth who received FFT for aftercare services upon exit from group home care

	Disenrolled Aftercare ^a (N=184)		Graduated Aftercare (N=289)	
	n	%	n	%
Recidivism overall	75	41%	47	16%
New Arrests or Violations- Group Home	29	16%	12	4%
New Arrests or Violations-Camp	42	23%	34	12%
New Arrests or Violations-DJJ	4	2%	1	0%

^aYouth who moved out of county were excluded from this analysis as there was no guarantee they could be located in time for this analysis.

Table 3. Summary of youth referred to FFT for prevention of out-of-home removal

	Disenrolled Prevention ^a (N=49)		Graduated Prevention (N=51)	
	n	%	n	%
Recidivism	19	39%	5	10%
New Arrests or Violations- Group Home	13	27%	2	4%
New Arrests or Violations-Camp	6	12%	3	6%
New Arrests or Violations-DJJ	0	0%	0	0%

^aYouth who moved out of county were excluded from this analysis as there was no guarantee they could be located in time for this analysis.

Other Probation Department Outcome Data

The following key indicators also support positive trends as a result of implemented waiver strategies:

Reunification within 12 months (Probation) – percentage of children discharged to their family as part of reunification within 12 months of removal.

- Baseline 62.7%
- Current 81.81%

Youth Place Out of Home (Probation) – number of youth in congregate care, which is defined as a group home, residential treatment facility, or secure detention.

- Baseline 1684
- Current 953

Average Number of Days Out of Home (Probation) – number of days youth are in congregate care.

- Baseline 361
- Current 290

Conclusion

The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (Waiver) has provided the Department the opportunity to make critical system changes in child welfare services provisions. It enables both improved outcomes for children and families; and enhanced case work practice and performance. Since Waiver implementation in July 2007, the department's performance has improved in the areas of permanency, placement stability and appropriateness of placement. The Department plans to continue this positive trend by expanding its existing strategy to provide evidence-based community-based interventions in lieu of detention.

Total County Waiver Investments for Project Year 4

FUNDED PROGRAM - WAIVER STRATEGY	Budget Amount for SFY 2010/11	Actuals SFY 2010/11 Quarter 1	Actuals SFY 2010/11 Quarter 2	Actuals SFY 2010/11 Quarter 3	Actuals SFY 2010/11 Quarter 4	Brief Program Description	Notes on Actuals & Budget Amounts (Refer to next tab for additional waiver claiming information)
Team Decision Making (TDM)/Permanency Planning Conferences	\$ 2,874,000	\$ 821,708	\$ 853,000	\$ 873,389		Salaries of staff for TDM facilitators to provide TDM meetings at ERCP and to provide PPCs to youth most at risk of aging out of care without permanency.	
Youth Permanency (YP) Units	\$ 2,794,000	\$ 752,904	\$ 745,566	\$ 688,766		Salaries of staff in three YP Units to provide services to high-need youth to establish connections and find permanency.	
Upfront Assessments (UFA)	\$ 383,000	\$ 117,486	\$ 119,711	\$ 122,314		Salaries of staff for management of UFA	
UFA-Contracts with Family Preservation Agencies	\$ 11,839,000	\$ 2,697,797	\$ 1,548,252	\$ 1,846,192		Contracts with Family Preservation Agencies to provide UFA and attend TDMs	
PIDP Contracted Services with Community-based agencies	\$ 2,500,000	\$ 1,187,532	\$ 619,403	\$ 392,262		Contracts with Community-based agencies to provide preventive services to at-risk families	
Youth Development Services	\$ 1,454,000	\$ 34,981	\$ 152,208	\$ 213,894		Cash assistance to transitioning ILP eligible youth for educational expenses (e.g., High school graduation expenses and diploma incentives, exam fees, vocational tuition, educational and vocational administrative and parking fees, as well as clothing to attend school).	
Functional Family Therapy (FFT) - Administration Cost	\$ 135,000	\$ 50,758	\$ 51,962	\$ 53,586	\$ 53,585	Supervising Program Analyst providing Administrative support to FFT Program	
DMH FFT Services for Probation Youth	\$ 105,000			\$ 78,722	\$ 29,841	Departmental Services Order with the Department of Mental Health for Functional Family Therapy (FFT) Services to be provided by DMH contractors for Probation youth and families	

FFT Externship - CiMH Contract	\$ 99,950					Contract with California Institute of Mental Health to develop FFT Externship Training site to expand capacity for Probation youth and decrease future training costs for Los Angeles County providers.	
DMH Multi-Systemic Therapy (MST)	\$ 52,000				\$ 32,288	Departmental Services Order with the Department of Mental Health for Multi-system Therapy (MST) Services to be provided by DMH contractors for Probation youth and families	
Cross-Systems Assessments (CSA) - Cost for Three DMH Clinicians	\$ 337,000	\$ 82,391	\$ 92,976	\$ 122,579	\$ 39,054	Departmental Services Order with the Department of Mental Health for three DMH clinicians providing mental health assessments at the Cross Systems Assessment (CSA)	
Propective Authorization and Utilization Review Unit - Staff Costs	\$ 423,000	\$ 101,177	\$ 100,175	\$ 106,822	\$ 105,719	Salaries of PAUR Unit created to match youth and families to appropriate services and monitor the utilization of resources.	
Probation FFT Services for Probation Youth	\$ 2,285,409	\$ 592,122	\$ 566,534	\$ 605,179	\$ 643,329	Salaries of staff trained as FFT interventionists providing FFT services to Probation youth.	BUDGETED AMOUNT IS BASED UPON 1ST-3RD QUARTER ACTUAL PLUS ESTIMATE FOR 4TH QUARTER (AVG)
Probation FFP Services for Probation youth.	\$ 2,905,953	\$ 646,770	\$ 830,729	\$ 922,324	\$ 905,906	Salaries of staff trained in FFP supervision providing FFP supervision to Probation youth.	BUDGETED AMOUNT IS BASED UPON 1ST-3RD QUARTER ACTUAL PLUS ESTIMATE FOR 4TH QUARTER (AVG)
TOTAL	\$ 28,187,313	\$ 7,085,625	\$ 5,680,515	\$ 6,026,029	\$ 903,815		

Probation Placement Data for Los Angeles County

FY 2006/07 - 2009/10	Jun-06	Sep-06	Dec-06	Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10
*Average Length of Stay	375				361				364				341				290
Youth Placed Out of Home	1,408	1,520	1,481	1,582	1,684	1,378	1,321	1,163	1,206	1,336	1,346	1,203	1,121	1,233	1,156	1,166	1,040
Youth Placed in Group Home	1,322	1,435	1,398	1,496	1,611	1,308	1,255	1,095	1,140	1,287	1,297	1,148	1,071	1,177	1,122	1,131	1,008

FY 2010/11 - 2011/12	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
*Average Length of Stay				293	
Youth Placed Out of Home	962	842	931	975	969
Youth Placed in Group Home	920	787	853	888	890

Data Source: CWS/CMS Datamart December 14, 2011

*Report average length of stay for each fiscal year beginning with FY 05/06.



PHILIP L. BROWNING,
Interim Director

**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

December 13, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

Dear Supervisors:

**REQUEST FOR APPROVAL OF ENHANCED AND EXPANDED TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION PROJECT (CADP) STRATEGIES; AND INTERIM ORDINANCE AUTHORITY FOR POSITIONS TO SUPPORT THE CONTINUED IMPLEMENTATION OF THE TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION PROJECT; AND APPROVE APPROPRIATION ADJUSTMENT; AND DELEGATE AUTHORITY TO INCREASE FUNDING AND EXTEND THE TERM OF THE PREVENTION INITIATIVE DEMONSTRATION PROJECT (PIDP) CONTRACTS
(ALL SUPERVISORIAL DISTRICTS) – (3 VOTES)**

SUBJECT

The Department of Children and Family Services (DCFS) seeks approval of the enhanced and expanded strategies for the CADP and interim ordinance authority to support the strategies outlined for Fiscal Years (FY) 2011-2012 and 2012-2013; approve appropriation adjustments to move funds out of the Provisional Financing Uses (PFU) Account and into the DCFS and Probation Operating Budgets; and delegate authority to the Interim Director of DCFS, or designee, to execute amendments to increase funds for the current fiscal year and extend the term of the eight Prevention Initiative Demonstration Project (PIDP) contracts for an additional one-year period starting July 1, 2012, through June 30, 2013, at a total cost of \$3,750,000.

JOINT RECOMMENDATION WITH THE CHIEF PROBATION OFFICER THAT YOUR BOARD:

1. Approve the enhanced and expanded strategies for the CADP, in accordance with the Title IV-E Child Welfare Capped Allocation Project Five-Year County Plan accepted by the California Department of Social Services (CDSS) on May 18, 2007. Approval of expenditures in the amount of \$11,491,000 for DCFS and \$2,957,000 for Probation in FY 2011-2012 and \$15,015,000 for DCFS and \$3,043,000 for Probation in FY 2012-2013 is also requested. The table below details these projected expenditures:

"To Enrich Lives Through Effective and Caring Service"

Department	FY 2011-2012	FY 2012-2013	Total	Percent of Total Budget
DCFS	\$11,491,000	\$15,015,000	\$26,506,000	81.5%
Probation	\$ 2,957,000	\$ 3,043,000	\$ 6,000,000	18.5%
Total	\$14,448,000	\$18,058,000	\$32,506,000	100.0%

2. Approve interim ordinance authority, effective immediately, pursuant to County Code 6.06.020, for 113 positions for FY 2011-2012, which includes 82 temporary positions and 5 Acting positions for DCFS {(includes the extension of 57 temporary Emergency Response Children's Social Workers (CSW)); 21 temporary positions for Probation, and five temporary positions for the Department of Mental Health (DMH); and 65 positions for FY 2012-2013, which includes 34 temporary positions and five Acting positions for DCFS, 21 temporary positions for Probation, and five temporary positions for DMH, as shown in Attachment I, to support the expansion and implementation of the CADP strategies listed below; and authorize DCFS, Probation, and DMH to fill these positions. It is also requested that DCFS and Probation be authorized to fill behind any existing staff that moves into its requested positions.
3. Approve the attached Request for Appropriation Adjustment (Attachment II) to move \$11,491,000 {\$3,515,000 for Salaries and Employee Benefits (S&EB) and \$7,976,000 for Services and Supplies (S&S)} from the PFU Account for FY 2011-2012 to the DCFS Operating Budget and to move \$2,957,000 (\$1,107,000 for S&EB and \$1,850,000 for S&S) from the PFU Account for FY 2011-2012 to the Probation Operating Budget.
4. Delegate authority to the Interim Director of DCFS, or designee, to execute amendments substantially similar to Form Amendment (Attachment III) to increase funds for the current fiscal year and extend the term of the eight PIDP contracts. The total cost for the increase for the current FY 2011-2012 is \$1,250,000 as outlined in Attachment IV, financed by Title IV-E Waiver reinvestment funds using 36 percent (\$450,000) Federal revenue, 33 percent (\$412,500) State revenue, and 31 percent (\$387,500) net County Cost (NCC). The cost of the additional one-year period extension starting July 1, 2012 through June 30, 2013, is \$2,500,000 as outlined in Attachment IV, financed by Title IV-E Waiver reinvestments funds using 36 percent (\$900,000) Federal revenue, 33 percent (\$825,000) State revenue, and 31 percent (\$775,000) NCC.
5. Delegate authority to the Interim Director of DCFS, or designee, to execute the additional one-year extension for the eight PIDP contracts by written notice for the period of July 1, 2012 through June 30, 2013, and, if necessary, the optional six-month period of July 1, 2013 through December 31, 2013.
6. Authorize and delegate authority to the Interim Director of DCFS, or designee, to execute amendments to increase or decrease the maximum annual PIDP contract sums for the estimated cost of future unanticipated work within the scope of the contract not to exceed 10% of each maximum annual contract sum provided that: (a) applicable Federal, State, and County contracting regulations are observed; (b) sufficient funding is available; (c) prior County Counsel approval is obtained; and (d) the Interim Director of DCFS , or designee,

notifies your Board and the Chief Executive Office (CEO) in writing within 10 workdays of executing such Contract Amendments.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On June 26, 2006, your Board approved the CADP, allowing DCFS and Probation (the Departments) to expand and implement their first sequence CADP strategies and fill necessary staff positions. Under this plan, effective July 1, 2007, the Departments began to implement critical system changes in the way child welfare services are provided to children and families in the County. First sequence strategies focused on providing services and finding permanency for youth in extended care and group home care. On February 3, 2009, your Board approved the Departments' second sequence CADP strategies and the filling of necessary staff positions. Second sequence strategies continue to focus on permanency for targeted youth and were expanded to provide preventative services and assessments for families at the front end of the system.

The CADP has provided DCFS and Probation with the opportunity to make critical system changes in child welfare services provision. It enables both improved outcomes for children and families; and enhanced social work practice and performance. While the Departments have reduced caseloads and the number of youth in out-of-home care, including congregate care; and improved several permanency indicators, performance on important safety indicators has declined, signaling the need to focus a significant allocation of CADP reinvestment funds on strategies targeted to improve safety. Proposed strategies will focus on safety, while continuing to support improvements in permanency and enhancing self-sufficiency.

The Departments have accumulated reinvestment funds and seek Board approval to utilize these funds during FY 2011-2012, the final year of the CADP. In addition, the federal Department of Health and Human Services Administration for Children and Families (ACF) has granted California, and therefore Los Angeles County, an additional "bridge" year. During this bridge year, FY 2012-2013, ACF will evaluate the success of California's CADP through June 30, 2012, and assess California's request for a Title IV-E Waiver renewal. As the Departments will continue to operate in the CADP environment in FY 2012-2013, the Departments also seek approval to fund strategies during this additional year.

Provided below is a brief description of the proposed enhanced and expanded strategies to be funded under the CADP. A more detailed description of each strategy is found in Attachments V (DCFS) and VI (Probation).

DCFS

DCFS proposes to target CADP reinvestment funds toward strategies that address the following outcomes: improved safety, increased permanency, and enhanced self-sufficiency. The proposed distribution of reinvestment funds across these outcomes is graphically depicted in Attachment VII.

I. Improved Safety: Recommended Strategies

As indicated, 81.9% of the proposed reinvestment funds are targeted to improve safety in FY 2011-2012 and 68.9% are targeted to improve safety in FY 2012-2013. The following strategies are proposed to improve child safety:

Prevention Initiative Demonstration Project (PIDP) – Increase PIDP's FY 11-12 budget from \$1,250,000 to \$2,500,000 and extend PIDP for a fifth year, from July 1, 2012 to June 30, 2013. **FY 11-12: \$1,250,000; FY 12-13: \$2,500,000.**

Time Limited Family Reunification (TLFR) – Increase the Department Services Order (DSO) with the Department of Public Health (DPH) by 32%; DPH will need to request Board approval to exceed its 10% delegated authority. **FY 11-12: \$784,000; FY 12-13: \$784,000.**

Adoption Promotion and Support Services (APSS) – Restore funding cuts by 10% under delegated authority. **FY 11-12: \$320,000; FY 12-13: \$320,000.**

Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT) – Increase funding by 10% under current delegated authority for all 55 contracts. DCFS will return to the Board to request approval to increase 23 of these contracts an additional 10% based on success and current usage. **FY 11-12: \$515,000; FY 12-13: \$515,000.**

Hubs – Hire eight temporary Children's Social Workers IIIs (CSW III) and procure seven temporary additional Public Health Nurses (PHNs) for the Hubs for a twelve month pilot project. **FY 11-12: \$982,000; FY 12-13: \$933,000.**

Expanded Public Health Nurses - Procure 20 temporary PHNs and appoint five current PHNs as Acting Public Health Nurse Supervisors (PHNS) to be co-located in DCFS regional offices to provide PHN services to children across the continuum of care as a twelve month pilot project. **FY 11-12: \$1,891,000; FY 12-13: \$1,873,000.**

Parents in Partnership (PIP) – Extend current contract with parent partners to expand PIP services to all regional offices. **FY 11-12: \$330,000; FY 12-13: \$715,000.**

Emergency Response (ER) Caseload – Extend the service of 57 current temporary CSWs (ER over 60) to one year each. **FY 11-12: \$1,919,000; FY 12-13: \$0.**

In-House Legal Services – Expand existing DSO with County Counsel to provide additional twelve co-located County Counsel attorneys. **FY 11-12: \$1,200,000; FY 12-13: \$2,400,000.**

Coaching and Mentoring – Further augment the Department's Inter-University Consortium (IUC) coaching/mentoring deliverables provided to CSWs, Supervising Children's Social Workers (SCSW) and public agency partners based on the Department's Core Practice Model, to enhance skill development in strengths/needs practice, engagement and teaming. **FY 11-12: \$145,000 FY 12-13 \$300,000.**

Project (Screening and Assessment for Family Engagement) SAFE – An MOU with DPH's Substance Abuse Prevention and Control (SAPC) program and DCFS will be utilized to cover the cost of Community Assessment Services Center (CASC) assessments and drug and alcohol testing for all clients who participate in the assessment process. The proposed pilot program will be conducted from February 1, 2012, through April 30, 2012.
FY 11-12: \$70,000; FY 12-13: \$0.

II. Increased Permanency: Recommended Strategies

Several strategies identified to improve safety also increase permanency, including the provision of aftercare services. As indicated in Attachment VII, 9.4% of the proposed reinvestment funds are targeted to increase permanency in FY 2011-2012 and 8.7% are targeted to increase permanency in FY 2012-2013. The following strategies are proposed to move children towards permanency:

Enhanced Specialized Foster Care with Department of Mental Health (DMH) - Expand Memorandum of Understanding (MOU) with DMH to hire five temporary Psychiatric Social Worker IIs (PSW) aligned with the 11 delinquency courts.
FY 11-12: \$340,000; FY 12-13: \$559,000.

Upfront Permanency Partners Program (P3) – Hire 15 additional retirees P3 workers (CSW III) and 2 two retirees (Supervising Children's Social Workers) to provide upfront family finding and engagement. **FY 11-12: \$745,000; FY 12-13: \$745,000.**

III. Enhanced Self-sufficiency: Recommended Strategies

Many of the above strategies identified to increase permanency will also enhance self-sufficiency. As demonstrated in Attachment VII, 8.7% of the proposed funds are targeted to enhance self-sufficiency in FY 2011-2012 and 22.5% are targeted to enhance self-sufficiency in FY 2012-2013. The following self-sufficiency strategies are identified:

Youth Development Services (YDS) - Allocate Chaffee funds for older youth and use CADP funds for Independent Living Program (ILP) contracts.
FY 11-12: \$1,000,000; FY 12-13: \$1,000,000.

Countywide Foster Youth Education Project – Expand the First District Education Pilot Program, established by Supervisor Gloria Molina, to better address the educational needs of children served by the Department, by 20 CSW IIIs and add 35 contracted Academic Remediation Counselors (4 CSWs and 7 Academic Remediation Counselors per supervisorial district) to be co-located in schools. Hire six temporary CSWs to fill behind the 20 experienced CSWs who will be co-located in the schools. Hire one temporary Senior Typist Clerk (STC) and two temporary Intermediate Typist Clerks (ITC) to provide support to program managers.
FY 11-12: \$0; FY 12-13: \$2,371,000.

Probation

Probation proposes to target CADP reinvestment funds toward services that address the following outcomes: increased permanency, placement stability, and enhanced self-sufficiency. The proposed distribution of reinvestments funds across these outcomes are graphically depicted in Attachment VII.

I. Increased Permanency: Recommended Strategies

As indicated in Attachment VII, 68.8% of the proposed reinvestment funds are targeted to increase permanency in FY 2011-2012 and 67.2% are targeted to increase permanency in FY 2012-2013. The following strategies are proposed to move children towards permanency:

Probation Case Management System (PCMS) Enhancements – Offset the cost of PCMS enhancements, support and maintenance related to Placement Services.

FY 11-12: \$250,000; FY 12-13: \$0.

PCMS Interface with DCFS Child Welfare Services/Case Management System (CWS/CMS) - Hire an Information Technology Support Services Master Agreement (ITSSMA) contractor who can support the build of a PCMS interface with CWS/CMS.

FY 11-12: \$250,000; FY 12-13: \$0.

PCMS Interface with DPSS LEADER System - Hire an ITSSMA contractor to identify interface requirements from source systems; create, extract, transfer, and load solutions; communicate with internal and vendor developers and other technical resources to create interface programs; and test and troubleshoot interface issues.

FY 11-12: \$150,000; FY 12-13: \$0.

Expansion of Functional Family Therapy (FFT) and Multi-systemic Therapy (MST) - Expand MOU with DMH to increase the Department's capacity to provide evidence-based, family- focused therapeutic services in the community. **FY 11-12: \$350,000; FY 12-13: \$0.**

Community-Based Aftercare Services – Develop MOU with DMH to increase contracted allocations to group home providers for aftercare services in the community.

FY 11-12: \$200,000; FY12-13: \$200,000.

Community-Based Substance Abuse Services - Develop MOU with the DPH to provide youth with substance abuse services in the community.

FY 11-12: \$150,000; FY12-13: \$150,000.

Expansion of Functional Family Probation (FFP) – Expand the FFP Unit by four additional FFP Deputy Probation Officer (DPO) positions to provide intensive supervision services to increase prevention. **FY 11-12: \$210,000; FY12-13: \$423,000.**

Expansion of 241.1 Unit – Fund 10 additional DPO and one Supervising Deputy Probation Officer (SDPO) positions to provide investigations and determinations in conjunction with DCFS caseworkers for cross-over youth. **FY 11-12: \$581,000; FY12-13: \$1,171,000.**

II. Placement Stability: Recommended Strategies

Several strategies identified to increase permanency also enhance placement stability. As indicated in Attachment VII, 10.2% of the proposed reinvestment funds are targeted to increase permanency in FY 2011-2012 and 22.0% are targeted to increase permanency in FY 2012-2013. The following strategies are proposed to move children towards placement stability:

Expansion of Group Home Monitoring Unit – Expand the Group Home Monitoring Unit by four Program Analysts and two DPOs. **FY 11-12: \$316,000; FY12-13: \$637,000.**

III. Enhanced Self-Sufficiency: Recommended Strategies

Many of the above strategies identified to increase permanency and placement stability will also enhance self-sufficiency. As demonstrated in Attachment VII, 21.1% of the proposed funds are targeted to enhance self-sufficiency in FY 2011-2012 and 10.8% are targeted to enhance self-sufficiency in FY 2012-2013. The following self-sufficiency strategies are identified:

Youth Development Services (YDS) – Increase the ILP Allocation due to continued reductions. **FY 11-12: \$500,000; FY 12-13 \$0.**

Countywide Foster Youth Education Project – Based on successful outcomes from the Education Program Pilot established by Supervisor Gloria Molina, contract Academic Remediation Counselors in each of the supervisorial districts to conduct comprehensive educational assessments, develop and implement educational case plans through multi-disciplinary teams, connect students to local resources, and work to resolve any identified educational issues. **FY 11-12: \$0; FY 12-13: \$462,000.**

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended actions are consistent with the principles of the Countywide Strategic Plan, Goals 5 (Children and Families' Well-Being), 7 (Health and Mental Health) and 8 (Public Safety) and DCFS' goal of Self-Sufficiency. These goals will be accomplished by providing more preventative services; increasing the number and array of services to allow more children to remain safely in their homes; safely reducing the reliance on out-of-home care through the provision of intensive, focused, individualized services; safely reducing the number of children and their length of stay in congregate care while ensuring that individualized case planning and appropriate community alternatives are in place; and reducing the timelines to permanency.

FISCAL IMPACT/FINANCING

Approve the attached Request for Appropriation Adjustment (Attachment II) to move \$11,491,000 {\$3,515,000 for Salaries and Employee Benefits (S&EB) and \$7,976,000 for Services and Supplies (S&S)} from the PFU Account for FY 2011-2012 to the DCFS Operating Budget and to move \$2,957,000 (\$1,107,000 for S&EB and \$1,850,000 for S&S) from the PFU Account for FY 2011-2012 to the Probation Operating Budget.

The Departments project \$32,506,000 in available child welfare reinvestment funds. DCFS proposes to utilize \$11,491,000 of the available reinvestment funds in FY 2011-2012 and \$15,015,000 in FY 2012-2013. Probation proposes to utilize \$2,957,000 of the available reinvestment funds in FY 2011-2012 and \$3,043,000 in FY 2012-2013. These funds fully cover the costs of proposed strategies.

PIDP Fiscal Impact Financing (DCFS)

The cost of the increase for PIDP for FY 2011-2012 is \$1,250,000 and the cost of the additional one- year extension from July 1, 2012 through June 30, 2013, is \$2,500,000. The total cost of the increase and the one-year extension is \$3,750,000 financed by CADP reinvestments funds using 36 percent (\$1,350,000) Federal revenue, 33 percent (\$1,237,500) State revenue, and 31 percent (\$1,162,500) NCC.

PIDP Contracting Process (DCFS)

On May 21, 2007, DCFS released a Request for Information (RFI) and received Statements of Interest (SOI) resulting in one-year contracts with six qualified and willing contractors to provide PIDP services for the eight Service Planning Areas (SPA). Because no qualified agencies were identified for SPA 1 and SPA 7, DCFS negotiated with qualified agencies from two other SPAs to provide services for these areas. The procurement process complied with State contracting regulation 23-650.15.151, allowing for Procurement by Negotiation when only a single source for each SPA is willing and available to fulfill each contract.

On February 26, 2008, your Board approved the PIDP Form contracts for the period of February 26, 2008 to February 25, 2009. On November 5, 2008, your Board approved a four-month extension of the Contracts. On June 9, 2009, your Board approved an additional one-year extension of the Contracts. On June 29, 2010, your Board approved a six-month extension pending evaluation results for the second year of PIDP services. On December 14, 2010, your Board approved an 18-month extension ending June 30, 2012.

On June 17, 2010, DCFS received CDSS' approval to extend the Contracts for an additional two years, pursuant to CDSS Manual letter OPS-01-02, Section 23-650-18. On October 5, 2011, CDSS approved an additional one-year extension of the PIDP contracts under Policies and Procedures (MPP), Section 23-650.1.18 unique circumstances to allow for the completion of the Promoting Safe Stability Families/Child Abuse Prevention Intervention and Treatment (PSSF/CAPIT) programs solicitation. The proposed Contract extension periods and the increased Contract amounts specified in the Form Amendment were negotiated with the Contractors, in accordance with CDSS regulations, as only a single source for each SPA is willing and available to fulfill each contract.

DCFS has evaluated these services and determined that the Living Wage Program (County Code Chapter 2.201) does not apply to the Contracts.

DCFS has determined that a Cost-of-Living Adjustment (COLA) provision was not required for the Contracts.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The County's CADP provides DCFS and Probation with the flexibility to use Title IV-E funds for innovative strategies to accelerate efforts to improve outcomes for children and families in Los Angeles County. Proposed enhanced and expanded CADP strategies build upon system improvements underway among County Departments and community partners.

On April 17, 2007, your Board approved the County's submission of the CADP to CDSS, and on May 18, 2007, CDSS acknowledged receipt of the CADP. CDSS determined that the county level project objectives and proposed use of flexible funding support the overall goals of the Waiver demonstration as reflected in the federal Waiver Terms and Conditions. As indicated in the County's agreement with CDSS, staff from the CDSS Resources Development and Training Support Bureaus has assisted our staff, provided feedback, and coordinated site visits.

The Chief Executive Office (CEO) concurs with the requested action. The CEO and County Counsel have reviewed this Board letter. County Counsel has approved the PIDP contract amendment as to form.

IMPACT ON CURRENT SERVICES

Proposed enhanced and expanded CADP strategies will allow DCFS and Probation to utilize flexible funding available in the CADP to improve outcomes for children and families. This will be through a combination of the many initiatives the Departments had underway prior to joining the CADP and the flexibility provided by the CADP to create or expand practice innovations, organizational restructuring and an array of services available in communities.

With the enhanced and expanded strategies, the Departments propose to utilize a wide array of programs and services to provide individualized services and strategies that are strength-based, family-centered, child-focused and community-based. This array of services will span the service continuum from: 1) Prevention and Early Intervention; 2) Crisis Intervention; 3) Intensive Services; and, 4) Permanency and Aftercare Services.

CONCLUSION

The enhanced and expanded strategies under the CADP build upon system improvements underway in Los Angeles County departments and their community partners. DCFS and Probation remain committed in their efforts to improve safety, permanency and well-being for the children of Los Angeles County who are at risk or currently reside in out-of-home care. Proposed strategies are focused on child safety with additional enhancements to strategies that increase safety and enhance self-sufficiency.

It is requested that the Executive Officer/Clerk of the Board send one copy of the Adopted Board action to each of the following:

Department of Children and Family Services
Attn: Rhelda Shabazz, Deputy Director
Bureau of Strategic Management
425 Shatto Place, Suite 602
Los Angeles, CA 90020

Probation Department
Attn: Jennifer Kaufman, Acting Director
Title IV-E Waiver Management
9150 E. Imperial Highway
Downey, California 90242

Department of Children and Family Services
Attn: Cynthia McCoy-Miller, Administrative Deputy III
Bureau of Finance and Administration
425 Shatto Place, Suite 300
Los Angeles, CA 90020

Probation Department
Attn: Tasha Howard, Director
Contracts and Grants Management
9150 E. Imperial Highway
Downey, California 90242

Respectfully submitted,



PHILIP L. BROWNING
INTERIM DIRECTOR



CALVIN C. REMINGTON
ACTING CHIEF PROBATION OFFICER

PLB:CCR
RS:aw

Attachments (7)

C: Chief Executive Officer
County Counsel
Auditor-Controller

ATTACHMENT I

Department of Children and Family ServicesFiscal Year 2011-2012

	Positions	S&EB	S&S	Total
Hubs CSW III - Temporary	8	\$ 394,000	\$ 64,000	\$ 458,000
ER CSW III – Temporary	57	\$1,746,000	\$ 173,000	\$1,919,000
Upfront P3 CSW III - Retiree	15	\$ 591,000	\$ 58,000	\$ 649,000
Upfront P3 SCSW - Retiree	2	\$ 88,000	\$ 8,000	\$ 96,000
Expanded PHN Acting PHN Sup	5	\$ 353,000	\$ 40,000	\$ 393,000
Total	87	\$3,172,000	\$ 343,000	\$3,515,000

ATTACHMENT I

Department of Children and Family ServicesFiscal Year 2012-2013

	Positions	S&EB	S&S	Total
Hubs CSW III - Temporary	8	\$ 394,000	\$ 15,000	\$ 409,000
Upfront P3 CSW III - Retiree	15	\$ 591,000	\$ 58,000	\$ 649,000
Upfront P3 SCSW - Retiree	2	\$ 88,000	\$ 8,000	\$ 96,000
Expanded PHN Acting PHN Sup	5	\$ 355,000	\$ 20,000	\$ 375,000
Education Project CSW III - Temporary	6	\$ 587,000	\$ 72,000	\$ 659,000
Education Project STC - Temporary	1	\$ 59,000	\$ 12,000	\$ 71,000
Education Project ITC - Temporary	2	\$ 108,000	\$ 24,000	\$ 132,000
Total	39	\$2,182,000	\$ 209,000	\$2,3914,000

ATTACHMENT I

Probation DepartmentFiscal Year 2011-2012

	Positions	S&EB	S&S	Total
FFP DPO II, Field - Temporary	4	\$ 190,000	\$ 20,000	\$ 210,000
241.1 Expansion Supvg DPO - Temporary	1	\$ 53,000	\$ 5,000	\$ 58,000
241.1 Expansion DPO II, Field - Temporary	10	\$ 473,000	\$ 50,000	\$ 523,000
Group Home Monitoring DPO II, Field - Temporary	2	\$ 96,000	\$ 10,000	\$ 106,000
Group Home Monitoring Program Analyst- Temporary	4	\$ 190,000	\$ 20,000	\$ 210,000
Total	21	\$1,002,000	\$ 105,000	\$1,107,000

ATTACHMENT I

Probation DepartmentFiscal Year 2012-2013

	Positions	S&EB	S&S	Total
FFP DPO II, Field - Temporary	4	\$ 383,000	\$ 40,000	\$ 423,000
241.1 Expansion Supvg DPO - Temporary	1	\$ 108,000	\$ 10,000	\$ 118,000
241.1 Expansion DPO II, Field - Temporary	10	\$ 953,000	\$ 100,000	\$1,053,000
Group Home Monitoring DPO II, Field - Temporary	2	\$ 194,000	\$ 20,000	\$ 214,000
Group Home Monitoring Program Analyst- Temporary	4	\$ 383,000	\$ 40,000	\$ 423,000
Total	21	\$2,021,000	\$ 210,000	\$2,231,000

ATTACHMENT I

Department of Mental Health

<u>Fiscal Year 2011 -2012</u>				
	Positions	S&EB	S&S	Total
Enhanced Specialized Foster Care PSW II - Temporary	5	\$ 228,000	\$ 112,000	\$ 340,000
Total	5	\$ 228,000	\$ 112,000	\$ 340,000

ATTACHMENT I

Department of Mental Health

<u>Fiscal Year 2012 -2013</u>				
	Positions	S&EB	S&S	Total
Enhanced Specialized Foster Care PSW II - Temporary	5	\$ 456,000	\$ 103,000	\$ 559,000
Total	5	\$ 456,000	\$ 103,000	\$ 559,000

PINK (1)

BOARD OF
SUPERVISORS
OFFICIAL COPY

BA FORM 09/09

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHILDREN AND FAMILY SERVICES

DEPT'S. 350
NO.

November 23, 2011

AUDITOR-CONTROLLER:

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY 2011-12

3 - VOTES

SOURCES

SEE ATTACHED - BA DETAIL

USES

SEE ATTACHED - BA DETAIL

SOURCES TOTAL: \$ 14,448,000

USES TOTAL: \$ 14,448,000

JUSTIFICATION

Reflects an increase in appropriation to implement the DCFS Title IV-E Child Welfare Capped Allocation (CADP) Implementation Plan for FY 2011-12.

 *for*
AUTHORIZED SIGNATURE PHILIP L. BROWNING, Interim Director

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

REFERRED TO THE CHIEF
EXECUTIVE OFFICER FOR —

☐ ACTION

☒ RECOMMENDATION

AUDITOR-CONTROLLER

BY Karen Shukuma

B.A. NO. 043

December 1 20 11

☒ APPROVED AS REQUESTED

☐ APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

BY 

Dec 1 20 11

SEND 6 COPIES TO THE AUDITOR-CONTROLLER

COUNTY OF LOS ANGELES
REQUEST FOR APPROPRIATION ADJUSTMENT
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

FY 2011-12
3-VOTES

SOURCES

PROVISIONAL FINANCING USES (PFU)-DCFS Title IV-E
A01-CB-2000-13749-13759
Services and Supplies \$ 14,448,000
Decrease Appropriation

USES

CHILDREN AND FAMILY SERVICES-ADMINISTRATION
A01-CH-1000-26200
Salaries & Employee Benefits \$ 3,515,000
Increase Appropriation

A01-CH-2000-26200
Services & Supplies \$ 7,976,000
Increase Appropriation

PROBATION DEPARTMENT
A01-PB-1000-17000-17350
Salaries & Employee Benefits \$ 1,107,000
Increase Appropriation

A01-PB-2000-17000-17350
Services and Supplies \$ 1,850,000
Increase Appropriation

SOURCES TOTAL:

\$ 14,448,000

USES TOTAL:

\$ 14,448,000

BA#043 Kaur Shikuma 12/1/11



FORM AMENDMENT NUMBER SIX

PREVENTION INITIATIVE DEMONSTRATION PROJECT

CONTRACT NUMBER _____

WITH

**AMENDMENT NUMBER SIX TO
PREVENTION INITIATIVE DEMONSTRATION PROJECT
CONTRACT NUMBER**

This Amendment Number Six ("Amendment") to the Prevention Initiative Demonstration Project Contract ("Contract"), adopted by the Board of Supervisors on February 26, 2008, is made and entered into by and between County of Los Angeles, ("COUNTY") and _____ ("CONTRACTOR") for administration of Prevention Initiative Demonstration Project services on this ____ day of _____.

WHEREAS, COUNTY and CONTRACTOR are parties to the Contract and CONTRACTOR has been providing Prevention Initiative Demonstration Project (PIDP) services to the COUNTY; and

WHEREAS, Amendment Number One extended the Contract through June 30, 2009, and increased the contract sum by \$25,000; and

WHEREAS, Amendment Number Two extended the Contract through June 30, 2010, and clarified funding allocations for the Contract; and

WHEREAS, Amendment Number Three extended the contract through December 31, 2010; and

WHEREAS, Amendment Number Four extended the contract through June 30, 2010, with an option to extend one additional year beyond June 30, 2011; and

WHEREAS, Amendment Number Five reduced the Maximum Contract Sum for Fiscal Year (FY) 2011-2012 as a result of funding curtailments; and

WHEREAS, the California Department of Social Services (CDSS) has approved the COUNTY's request to extend the existing Contract for an additional one year period, from July 30, 2012 through June 30, 2013; and

WHEREAS, an increase to the Maximum Contract Sum for Fiscal Year (FY) 2011-2012 is effective on the date of the execution of this Amendment; and

WHEREAS, this Amendment is prepared pursuant to the provision set forth in Section 11.0, Change Notices and Amendments; and

NOW, THEREFORE, in consideration of the foregoing and mutual consent herein contained, COUNTY and CONTRACTOR hereby agree to amend the Contract as follows:

1. Section 3.0 TERM, Subsection 3.1.3 is revised to read as follows:

3.1.3 The term of the Contract shall be extended for an optional year period beginning July 1, 2012 through June 30, 2013, unless terminated earlier or extended, in whole or in part, as provided in this Contract.

2. Section 4.0 CONTRACT SUM, Subsection 4.1 is revised to read as follows:

4.1 The Maximum Contract Sum for this Contract is \$_____.

For the First Contract Period through 06/30/09 \$ _____

For Period: 07/01/09 - 09/30/09 \$ _____

For Period: 10/01/09 - 06/30/10 \$ _____

For Period: 07/01/10 - 12/31/10 \$ _____

For Period: 01/01/11 - 06/30/11 \$ _____

For Period: 07/01/11 - 06/30/12 \$ _____

2. Exhibit A-2f, Revised LINE ITEM BUDGET, Line Item Budget Details, and Budget Justification Narrative are added in their entirety and incorporated as part of Exhibit A-2a, LINE ITEM BUDGET.

ALL OTHER TERMS AND CONDITIONS OF THIS CONTRACT REMAIN IN FULL FORCE AND EFFECT.

**AMENDMENT NUMBER SIX
TO PREVENTION INITIATIVE DEMONSTRATION PROJECT
CONTRACT NUMBER _____**

IN WITNESS WHEREOF, the Board of Supervisors of the COUNTY of Los Angeles has caused this Amendment Number Six to be subscribed on its behalf by the Director of the Department of Children and Family Services and the CONTRACTOR has caused this Amendment Number Six to be subscribed on its behalf by its duly authorized officer(s) as of the day, month and year first above written. The person(s) signing on behalf of the CONTRACTOR warrants under penalty of perjury that he or she is authorized to bind the CONTRACTOR in this Amendment Number Six.

COUNTY OF LOS ANGELES

PHILIP L. BROWNING, INTERIM DIRECTOR
Department of Children and Family
Services

CONTRACTOR

By _____

Name _____

Title _____

By _____

Name _____

Title _____

Tax Identification Number

THE OFFICE OF COUNTY COUNSEL
ANDREA SHERIDAN ORDIN

BY Signature on File
David Beaudet
Principal Deputy County Counsel

Prevention Initiative Demonstration Project

SPA	Agency:	Contract Number	Increase for FY 2011-12	Allocation for FY 2012-2013
1	Grace Resource Center (oversight by: Friends of the Family)	76476	\$100,000.00	\$155,000.00
2	Friends of the Family	76477	\$119,531.25	255,000.00
3	Prototypes	76478	\$205,078.13	437,500.00
4	Children's Bureau of Southern California	76479	\$107,812.50	230,000.00
5	Westside Children's Center	76480	\$100,000.00	105,000.00
6	Shields for Families, Inc.	76481	\$256,640.63	547,500.00
7	Helpline Youth Services (oversight by: South Bay Center for Counseling)	76482	\$162,890.63	347,500.00
8	South Bay Center for Counseling	76483	\$198,046.88	\$422,500.00
Total:			\$1,250,000.02	\$2,500,000.00

Enhanced and Expanded Title IV-E Waiver Strategies - DCFS

Introduction: The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (Waiver) provides the Department of Children and Family Services (DCFS) the opportunity to make critical system changes in child welfare services provision. It enables both improved outcomes for children and families; and enhanced social work practice and performance. While the Department has reduced caseloads and the number of youth in out-of-home care, including congregate care; and improved several permanency indicators, DCFS performance on important safety indicators has declined, signaling the need to focus a significant allocation of Waiver reinvestment funds on strategies targeted to improve safety.

The quality and quantity of interactions between social workers, service providers and community are key factors in improving safety, permanency and self-sufficiency. Waiver revenue will be targeted on departmental strategies to improve staff skills and performance, and on expanded co-location of staff from other agencies partnering in child protection and well-being, in order to integrate and coordinate services, enhance access to information, and ensure greater accountability. The most important investment strategies identified to improve DCFS performance are:

- 1) **Social Worker Skill Enhancement:**
 - a) Improved effectiveness in interviewing for and analyzing mental health, substance abuse and domestic violence information from families; and
 - b) Improved Social Worker decision-making, including but not limited to:
 - i) The initial/ongoing assessment of safety and risk throughout the life of a case;
 - ii) Determining the most appropriate placements for children; and
 - iii) Identifying and matching the right services to address the unique needs and challenges of a family.
- 2) **Expansion of qualified, appropriate mental health, substance abuse and domestic violence treatment services**, to be available for immediate access to families upon referral.
- 3) **Expanded capacity of co-located "other" agency staff**, including but not limited to public health nurses, law enforcement investigators, mental health clinicians and County Counsel.
- 4) **Expanded data-driven outcomes management** to consistently improve performance across all regional offices and continually reassess each outcome for the effectiveness of strategies/services that support it.
- 5) **Enhanced preventive in-home supports**
- 6) **Post-permanency supports**

DCFS proposes to target Waiver reinvestment funds toward services that address the following outcomes:

- I. Improved safety
- II. Increased permanency, and
- III. Enhanced self-sufficiency.

I. Improved Safety

DCFS' legal mandate is child protection. Safety strategies are targeted to:

- Reduce entry into out-of-home care;
 - Fifty percent of the entries into out-of-home care are children ages 0-5.
- Reduce repeat maltreatment; and,
- Reduce abuse in out-of-home care.

For children served both in their homes and in out-of-home care, the key indicators that DCFS will track for improved safety are:

No recurrence of maltreatment for child – percentage of children who were victims of a substantiated or indicated child maltreatment allegation within a specified six month period for whom there was no additional substantiated maltreatment allegation during the subsequent six months.

- Baseline 93.4%
- Current 92.7%
- National Standard 94.6%
- National Average 93.3%

No maltreatment in DCFS foster care – percentage of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out-of-home care.

- Baseline 99.81%
- Current 99.53%
- National Standard 99.68%
- National Average 99.52%

No Recurrence of Maltreatment When in Home* – percentage of children who were subjects of a child maltreatment allegation within a 6 month period and remained in the home of their parent for whom there were additional maltreatment allegations during the subsequent 12 month time period.

- Baseline 11.1%
- Current 11.9%

There is no national standard or average for this indicator as it is no longer a Child and Family Services Review (CFSR) measure.

Improved Safety: Recommended Services

Prevention Initiative Demonstration Project (PIDP) – PIDP is a comprehensive strength-based, child abuse and neglect prevention system that enhances existing community-based networking systems. The goal of the initiative is to keep children safe from harm and prevent families from entering and re-entering the County's health and human services system. The Department requested and received permission from the State to increase FY 11-12 budget from \$1,250,000 to \$2,500,000 and to extend PIDP for a fifth year, from July 1, 2012 to June 30, 2013. The aggregate total contract amount for the fifth year would also be \$2.5 million. An additional six-month extension through December 31, 2013, is requested, should time be necessary to complete the pending Promoting Safe and Stable Families (PSSF)/Child Abuse Prevention, Intervention and Treatment (CAPIT) programs solicitation, which will incorporate the most effective PIDP services. The aggregate total contract amount for the additional six months would be \$1.25 million.

- FY 11-12: \$1,250,000; FY 12-13: \$2,500,000.

Time Limited Family Reunification (TLFR) – Children whose families are involved with Alcohol and Other Drugs (AOD) become "Drug Endangered Children" (DEC) and are at risk for abuse and neglect. TLFR provides AOD treatment to parents while their children are safe and cared for. When the danger of AOD is ameliorated, children are returned to parents who can provide them with a safe and stable home.

- The current Memorandum of Understanding (MOU) with the Department of Public Health (DPH) has a 10% delegated authority. Proposal is to increase the Department Service Order (DSO) by 32%; DPH will need to request Board approval to exceed the 10% delegated authority.
- FY 11-12: \$784,000; FY 12-13: \$784,000.

Adoption Promotion and Support Services (APSS) – APSS provides valuable support to families in the pre- and post-adoption process. The overall goal of APSS is to increase permanency for dependent children by encouraging more adoptions out of the foster care system when adoption is in their best interest. Parents and children are empowered through information, support and skills to be involved partners in directing their own permanency planning and decision making.

- The proposal is to restore funding cuts by 10% under delegated authority.
- FY 11-12: \$320,000; FY 12-13: \$320,000.

Child Abuse Prevention, Intervention, Treatment (CAPIT) – CAPIT encourages child abuse and neglect prevention and intervention programs by the funding of agencies addressing needs of children at high risk of abuse or neglect and their families. Service priority is given to prevention programs provided through nonprofit agencies, including programs that identify and provide services to isolated families, particularly those with children five years of age or younger.

Service priority is also given to high quality home visiting programs based on research-based models of best practice, and services to child victims of crime.

- The proposal is to increase funding to agencies for 32 contracts by 10% and 23 contracts by 20% based on success and current usage.
- FY 11-12: \$515,000; FY 12-13: \$515,000.

Hubs – DCFS, in partnership with the Department of Health Services (DHS) and Department of Mental Health (DMH), has established a countywide Medical Hub Program to create better outcomes for children by providing expert medical examinations and care. The seven Medical Hubs provide initial medical exams, as needed forensic evaluations, and age-appropriate mental health screenings for newly detained children.

- This proposal is to hire six temporary DCFS Children's Social Workers (CSWs) and two after-hours temporary CSWs and procure seven additional Public Health Nurses (PHN). Cost in FY 11-12 assumes CSWs and PHN staff in place on January 1, 2012 (six months) and from July 1, 2012 to December 31, 2012 (six months) for FY 12-13.
- FY 11-12: \$982,000; FY 12-13: \$933,000.

Expanded Public Health Nurses (PHN) - The mission of the PHN Programs within DCFS is to promote health, safety, and well-being; prevent disease; and facilitate the provision of health care services for children and families served by DCFS, allowing children to grow up physically and emotionally healthy.

- This proposal is to procure 20 temporary PHNs and appoint five Acting Public Health Nurse Supervisors (PHNS) to provide PHN services to children across the continuum of care, including those who have not been removed from their families. Five of the procured temporary PHNs will fill behind the five PHNs selected to serving as Acting PHNS.
- FY 11-12: \$1,891,000; FY 12-13: \$1,873,000.

Parents in Partnership (PIP) – PIP provides support and mentoring to parents who have recently lost custody of their children and parents whose children are in foster care without permanency. PIP assists parents and families by providing: community outreach; a telephone Warm Line; parent orientations; parent support groups; and Team Decision Making (TDM) support. Annie E. Casey has provided support for PIP for approximately four years with the objective of developing a plan to sustain the work. Its funding will end in December 2011.

- Once the Annie E. Casey grant ends, the proposal is to extend current contracts with parent partners, not to exceed \$5,000 per office for local office support activities (e.g., support groups, orientations) and \$3,000 per office per month for countywide activities (e.g., steering committee participation) to expand PIP to serve all regional offices. Cost in FY 11-12 assumes parent partners will be paid from January 1, 2012 (six months).
- For FY 12-13, DCFS is investigating amending current PIDP contracts or Wraparound to utilize contracted Community Based Organizations to hire, train, supervise and monitor parent partners. Funding is provided in

anticipation of contracting as of January 2013. Parent partners would continue to be paid through current extended contracts (\$325,000) from July – December 2012; contracted services would cost \$390,000 for January – June 2013.

- FY 11-12: \$330,000; FY 12-13: \$715,000.

Emergency Response (ER) Caseload – Currently, there is an average of 11,301 referrals for child abuse and neglect per month. DCFS currently has 537 encumbered ER CSWs and needs additional ER CSWs to meet an ER yardstick of 18 cases (628 ER CWS in all) while maintaining Generic CSWs at their yardstick of 24 cases. This proposal requests the continuance of service for current temporary ER CSWS to assist in overall caseload reduction. It should be noted that Title IV-E waivers that have been successful in other jurisdictions are those that have operated with more manageable, reduced caseloads.

- The current approved budget was for temporary CSWs to work on ERs over 60 and ends on October 31, 2011. This proposal would expand the time each of 57 temp CSWs work to one year. The breakdown is 10 CSWs for 2.87 months, 21 CSWs for 4.57 months, and 26 CSWs for 5.44 months.
- FY 11-12: \$1,919,000; FY 12-13: \$0.

In-House Legal Services – This proposal is to expand the Department's current Departmental Service Order (DSO) with County Counsel to provide an additional twelve County Counsel to be co-located in regional offices to provide assistance, including consultation on warrant issues. Cost assumes County Counsel will be in place January 1, 2012 (six months).

- FY 11-12: \$1,200,000; FY 12-13: \$2,400,000.

Coaching and Mentoring – This proposal is to further augment the Department's Inter-University Consortium (IUC) coaching/mentoring deliverables provided to CSWs, SCSWs and public agency partners based on the Department's Core Practice Model to enhance skill development in strengths needs practice, engagement and teaming.

- FY 11-12: \$145,000 FY 12-13: \$300,000.

Project (Screening and Assessment for Family Engagement) SAFE – Project SAFE is a joint effort on behalf of DPH's Substance Abuse Prevention and Control (SAPC) program and DCFS. It is based on a jointly developed program concept that seeks to establish a pilot program from February 1, 2012 through April 30, 2012. The funding will contribute expertise to the CSW's assessment in two DCFS Regional Offices, currently targeted for El Monte and Metro North, and to cover the cost of the Community Assessment Services Center (CASC) assessments and drug and alcohol tests for all clients who participate in the assessment process. Data and outcome measures for Project SAFE have been identified to determine the next steps for roll-out department-wide.

- FY 11-12: \$70,000; FY 12-13: \$0.

II. Increased Permanency

It is critical that children do not languish in out-of-home care. Children must be safely reunified, and for those who cannot return home, alternate permanency, including adoption, must be achieved in a timely manner. Those children in out-of-home care must be placed in the least restrictive, safe and stable setting, with as few moves as possible. Finally, successful permanency means that children who are reunified with their families do not re-enter the child welfare system. Permanency strategies are targeted to:

- Reduce re-entry following reunification;
- Attain permanency for “long stayers”; and,
- Reduce the number of youth aging out of foster care.

Key indicators that DCFS will track for increased permanency are:

Reunification within 12 months – percentage of children discharged to reunification within 12 months of removal.

- Baseline 61.2%
- Current 65.1%
- National Standard 75.2%
- National Average 69.9%

Adoptions within 24 months – percentage of children adopted within 24 months of removal.

- Baseline 24.6%
- Current 26.0%
- National Standard 36.6%
- National Average 26.8%

Re-entry following reunification – percentage of children re-entering foster care within 12 months of a reunification discharge.

- Baseline 10.7%
- Current 11.9%
- National Standard 9.9%
- National Average 15.0%

Placement stability (at least 12 - 24 months in care) – percentage of children with two or fewer placements who have been in foster care for 12 - 24 months. Please note: while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation, this will be a Placement Stability outcome.

- Baseline 72.1%
- Current 67.7%
- National Standard 65.4%
- National Average 59.9%

Placement stability (at least 24 months in care) – percentage of children with two or fewer placements who have been in foster care for 24 months or more. It should be noted that, while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation of the Title IV-E Waiver, this will be a Placement Stability outcome.

- Baseline 39.0%
- Current 37.8%
- National Standard 41.8%
- National Average 33.9%

Increased Permanency: Recommended Services

Several services identified to improve safety also increase permanency. In addition, the following services targeted at permanency are proposed:

Enhanced Specialized Foster Care with DMH - Enhanced Specialized Foster Care includes youth who are dependents under WIC 300 and who have a new WIC 602 filed in delinquency court. These cases will be referred to the Multidisciplinary Team (MDT) which is made up of staff from DCFS (WIC 241.1 Unit), Probation, DMH, and education advocates. The MDT will be responsible for: preparing all joint assessments; making recommendations to the Court on appropriate legal status for the youth and necessary service plans for the youth; linking the youth to necessary services; tracking the youth's progress during the delivery of services; and reporting to the Court.

- This proposal is to expand participation of DMH Specialized Foster Care Staff on the MDT per existing protocol with the agreement/plan to work to modify the MDT protocol so it is better aligned with the Department's Core Practice Model.
- This proposal is to expand the MOU with DMH to pay for five new temporary Psychiatric Social Worker II items aligned with the 11 delinquency courts and assumes funding is utilized beginning January 1, 2012 (six months).
- FY 11-12: \$340,000; FY 12-13: \$559,000.

Upfront Permanency Partners Program (P3) – P3 CSWs are part-time and/or retired social workers who help children's primary CSWs focus exclusively on finding adult connections to support these youth at the time of removal from home. P3 CSWs work with youth and families and assist the primary CSW in overcoming identified barriers to permanency.

- This proposal is to fund 15 additional P3 workers and two supervisors (retirees) to provide upfront family finding and engagement. This would provide one P3 worker per office. Cost in FY 11-12 assumes staff in place in January 2012 (six months). Note: As P3 staff are retirees, they may only work and earn pay for up to six months.
- FY 11-12: \$745,000; FY 12-13: \$745,000.

III. Enhanced Self-sufficiency

Whether a youth's safe and stable permanency is preserved in his/her family of origin; the youth attains timely alternative permanency; or the youth ages out of care without permanency, the Department strives for youth to benefit from the most strategic preparation for adulthood and the most customized network of community connections to ensure a successful transition to adulthood. The most important areas upon which the Department will track its improvements in enhanced self-sufficiency are:

- (1) Permanency/housing;
- (2) Educational attainment;
- (3) Career/Workforce readiness; and
- (4) Social/emotional well-being.

Enhanced Self-sufficiency: Recommended Services

Youth Development Services (YDS), Including Subsidized Youth Employment – This proposal is to fund the Independent Living Program (ILP) Allocation which has been subject to continued reductions. The proposal would allocate Chaffee funds for older youth and use Title IV-E Waiver funds for ILP contracts. These funds will cover the following services for dependent transition age youth: exam/application fees, high school graduation expenses, directors scholarships for those participants college bound at the Celebrations I & II events, computers, diploma and GED incentives, academic assessments, Life Skills training classes, and Transitional Housing Placement Program (THPP) beds.

- FY 11-12: \$1,000,000; FY 12-13: \$1,000,000.

Countywide Foster Youth Education Project– Proposal is to expand the First District Education Program, established by Supervisor Gloria Molina, into each Supervisorial District. Increasing the number of Academic Remediation Counselors and co-located CSWs and clerical support will allow the Department to collaborate with additional schools throughout the County in implementing this program. With this funding, an estimated 700 additional youth and families will be provided with intensive education services and support.

- This proposal will out-station 20 CSWs and 35 Academic Remediation Counselors to be located in five school districts (4 CSWs and 7 Academic Remediation Counselors per district) in each Supervisorial District. The 20 out-stationed CSWs will supervise a caseload of 25 youth. The caseloads will be comprised of the student and siblings who may or may not attend school in the district where the CSW is out-stationed.

- Academic Remediation Counselors will meet with students four hours a week and provide tutoring, assistance with college applications, and SAT preparation. The Academic Remediation Counselor will work with all DCFS- involved children at the school.
- FY 11-12: \$0; FY 12-13: \$2,371,000.

Total: FY 11-12: \$11,491,000; FY 12-13: \$15,015,000

To facilitate the Board's oversight of the effectiveness of flexible Waiver investments and the Department's ongoing work with the State in its Waiver renewal efforts, the Department will provide quarterly reports to the Board which will track key safety, permanency, and youth self-sufficiency measures through the fifth and final year of the Waiver. It should be noted that, while the State Waiver evaluation on which Waiver renewal will be based does not include self-sufficiency measures, the Department is committed to strategies that support self-sufficiency.

Enhanced and Expanded Title IV-E Waiver Strategies - Probation

Introduction: The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (Waiver) provides DCFS and Probation the opportunity to make critical system changes in child welfare services provisions. It enables both improved outcomes for children and families; and enhanced case work practice and performance. Since Waiver implementation in July 2007, the Department's performance has improved in the areas of permanency, placement stability and appropriateness of placement. The Department plans to continue this positive trend by expanding existing strategies as well as proposing new strategies to further improve outcomes for children and families.

- 1) **Case Management System Enhancements and Data Interface:**
 - a) Improved case management collaboration
 - b) Improved data driven decision making
 - c) Improved re-instatement and processing of Medi-cal required for EPSDT contracted services.
- 2) **Expansion of appropriate evidence-based family focused services**, to be available for immediate access to families upon referral.
- 3) **Expanded capacity of co-located staff**, to be available for investigations of youth crossing over from dependency to delinquency to determine appropriate status and/or need for dual jurisdiction.

Probation proposes to utilize Waiver reinvestment funds toward services that address the following outcomes:

- I. Increased permanency,
- II. Placement Stability, and
- III. Enhanced Self-sufficiency.

I. Increased Permanency

It is critical that children do not languish in out-of-home care. This means that children are safely reunified, and for those who cannot return home, alternate permanency, including adoption, is achieved in a timely manner. It also means that children in out-of-home care are placed in the least restrictive, safe and stable setting, with as few moves as possible. Finally, successful permanency achieved through reunification means that children who are returned home do not re-enter the child welfare or more restrictive probation placement.

Key indicators that Probation will track for increased permanency are:

Reunification within 12 months (Probation) – percentage of children discharged to reunification within 12 months of removal.

- Baseline 62.7%
- Current 81.81%
- National Standard 75.2%

Reentry following reunification (Probation) – percentage of children reentering foster care within 12 months of a reunification discharge.

- Baseline 12.3%
- Current 15.8%
- National Standard 9.9%

Increased Permanency: Recommended Services

Probation Case Management System (PCMS) Enhancements – The Probation Case Management System (PCMS) is a large and complex system that provides intensive juvenile field case management functionality, including investigation, supervision, placement, and various special units. With additional funding, modifications to the system can be made to better support the case management needs of Placement minors.

- Proposal is to offset the cost of Probation Case Management System (PCMS) enhancements, support and maintenance related to Placement Services.
- **FY 11-12: \$250,000; FY 12-13: \$0**

Probation Case Management System (PCMS) Interface with the Department of Children and Family Services' Child Welfare Services/Case Management System (CWS/CMS) - National Youth in Transition Database (NYTD) data is currently being entered manually into CWS/CMS by Probation Department Deputy Probation Officers (which is a duplicate data entry process between PCMS and CWS/CMS). The Probation Department is therefore in compliance with the state mandate, but has identified the need for development of an electronic interface between both systems pending the provision of staffing resources and funding.

- Proposal is to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor who can support the build of a PCMS interface with the Department of Children and Family Services' Child Welfare Services/Case Management System (CWS/CMS).
- **FY 11-12: \$250,000; FY 12-13:\$0**

Probation Case Management System (PCMS) Interface with the Department of Social Services' Leader System - An interface between PCMS and the Department of Public Social Services (DPSS) system is needed for Data Sharing for Medi-Cal Pre-Release (required by the State of California through SB 1469), and DPSS Data Sharing for Grand Jury Reporting (required by the State of California through SB 1147) regarding minors in Probation custody for over 30 days.

- Proposal is to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor to identify interface requirements from source systems; create, extract, transfer, and load solutions; communicate effectively with internal and vendor developers and other technical resources to create interface programs; and test and troubleshoot interface issues.
- **FY 11-12: \$150,000; FY 12-13: \$0**

Expansion of Functional Family Therapy (FFT) and Multi-systemic Therapy (MST)

- Probation has adopted MST and FFT as the first line evidence-based, family focused treatment approach to serve youth at-risk of removal from the home and youth returning home from congregate care. These services are delivered in the home, school, and community rather than in a clinic or residential treatment setting. Additional FFT/MST services resulting from amended contracts will allow the Department to serve a greater number of youth, thereby preventing entry and re-entries into congregate care, as well as reducing the number of re-arrests that result in a higher level placement such as Residential Treatment.

- Proposal is to expand MOU with the Department of Mental Health (DMH) to increase Probation's capacity to provide youth transitioning from, or at risk of entering out-of-home care with evidence-based, family focused therapeutic services in the community.
- **FY 11-12: \$350,000; FY 12-13: \$0**

Community-Based Aftercare Services – Group home providers have contracts with DMH to provide coordinated aftercare services to youth returning home from care. These services assist in providing a continuum of care and ensure linkages once the youth transitions home. This strategy will improve permanency resulting by decreasing the number of re-entries into out- of- home care.

- Proposal is to develop MOU with DMH to increase contracted allocations to group home providers that provide youth transitioning from, or at risk of re-entering congregate care with aftercare services in the community.
- **FY 11-12: \$200,000; FY12-13: \$200,000**

Community-based Substance Abuse Services- Through the use of existing County contracted providers; youth identified with substance abuse risk factors will be referred and linked with substance abuse services in the community. The availability and utilization of these services will provide judicial officers with community-based alternatives for substance abuse violations.

- Develop MOU with Department of Public Health (DPH) to provide youth transitioning from, or at risk of entering out-of-home care with substance abuse services in the community.
- **FY 11-12: \$150,000; FY12-13: \$150,000**

Expansion of Functional Family Probation (FFP) – Probation previously utilized Waiver funding to create an aftercare unit for youth transitioning into the community from out-of-home care. Placement Aftercare DPOs support both in-house and contracted

FFT and MST service providers by providing intensive supervision using the evidence based Functional Family Probation supervision model.

- Proposal is to expand the unit by four temporary DPOs to provide intensive supervision services to increase prevention by providing FFP supervision to youth at risk of entering out-of-home care.
- **FY 11-12: \$210,000; FY12-13: \$423,000**

Expansion of 241.1 Unit – This unit provides investigative staff to ensure joint assessments are conducted between Probation and DCFS, which are utilized to determine which status (dependency, delinquency, joint-dual supervision or dual jurisdiction) will best serve the interests of youth and protect the community.

- Proposal is to fund 10 temporary DPOs and one Acting SDPO positions to provide investigations and determinations in conjunction with DCFS caseworkers for cross-over youth.
- **FY 11-12: \$581,000; FY12-13: \$1,171,000**

II. Placement Stability

Children who are in the Child Welfare Services system and experience multiple moves are at increased risks for poor outcomes in academic achievement, socio-emotional health, developing insecure attachments, and distress due to the instability and uncertainty that comes with not having a stable family environment (Gauthier, Fortin, & Jeliu, 2004). Therefore, it is imperative that children receive consistent, quality care to reduce the number of transitions in care and caregivers.

Key indicators that Probation will track for increased placement stability are:

Placement stability (at least 12 - 24 months in care) (Probation) – percentage of children with two or fewer placements who have been in foster care for 12 - 24 months. It should be noted that, while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation, this will be a Placement Stability outcome.

- Baseline 77.3%
- Current 80.0%
- National Standard 65.4%

Placement stability (at least 24 months in care) (Probation) – percentage of children with two or fewer placements who have been in foster care for 24 months or more. It should be noted that, while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation, this will be a Placement Stability outcome.

- Baseline 39.7%
- Current 42.0%
- National Standard 41.8%

Placement Stability: Recommended Services

Expansion of Group Home Monitoring Unit – The Group Home Monitoring/Investigations Unit assists the Department in achieving compliance with foster care related State and Federal regulations, and ensuring corrective action measures are implemented by group home vendors as mandated by the County's Master Group Home Agreement and Title 22 State regulations. The unit also monitors the quality and fidelity of services provided to the youth and family while in the youth is in out-of-home care.

- Proposal is to expand the Group Home Monitoring Unit by four temporary Program Analysts and two temporary DPOs who will conduct compliance audits and Quality Assurance reviews of services provided to youth while in care. Increased monitoring will improve fidelity of service delivery and improve family functioning for youth and families.
- **FY 11-12: \$314,000; FY12-13: \$637,000**

III. Enhanced Self-sufficiency

Whether a youth's safe and stable permanency is preserved is his/her family of origin; the youth attains timely alternative permanency; or the youth ages out of care without permanency, the Departments strive for youth to benefit from the most strategic preparation for adulthood and the most customized network of community connections to ensure a successful transition to adulthood. The most important areas upon which the Department will track its improvements in enhanced self-sufficiency are:

- (1) Permanency/housing;
- (2) Educational attainment;
- (3) Career/Workforce readiness; and
- (4) Social/emotional well-being.

Enhanced Self-Sufficiency: Recommended Services

Youth Development Services (YDS) – Proposal is to fund the ILP Allocation due to continued reductions. These funds will cover the following services for dependent transition age youth: exam/application fees, high school graduation expenses, director's scholarships for those participants college bound, computers, diploma and GED incentives, academic assessments, Life Skills training classes, and THPP beds.

- **FY 11-12: \$500,000; FY 12-13: \$0**

Countywide Foster Youth Education Project – As developed by Supervisor Gloria Molina, the proposed Foster Youth Education Program will assist Probation youth by improving their school stability, increasing their high school graduation rates, and encouraging them to either enroll in post-secondary education or to secure full-time employment.

- Proposal is to contract for Academic Remediation Counselors who will conduct comprehensive education assessments, develop and implement an educational

case plan through a multidisciplinary team, connect students to local resources, and work to resolve any educational issues that are identified.

- **FY 11-12: \$0; FY12-13: \$462,000**

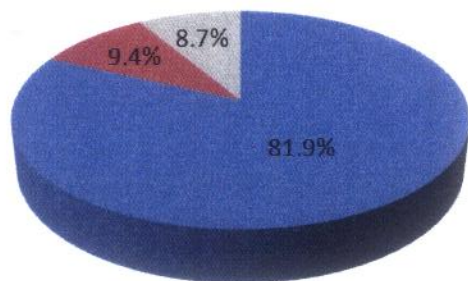
Total: FY 11-12: \$2,957,000; FY 12-13: \$3,043,000

To facilitate the Board's oversight of the effectiveness of flexible Waiver investments and the Department's ongoing work with the State in its Waiver renewal efforts, the Department will provide quarterly reports to the Board which will track key permanency, placement stability and youth self-sufficiency measures through the fifth and final year of the Waiver. It should be noted that, while the State Waiver evaluation on which Waiver renewal will be based does not include self-sufficiency measures, the Department is committed to strategies that support self-sufficiency.

Reinvestment Funds and Outcomes

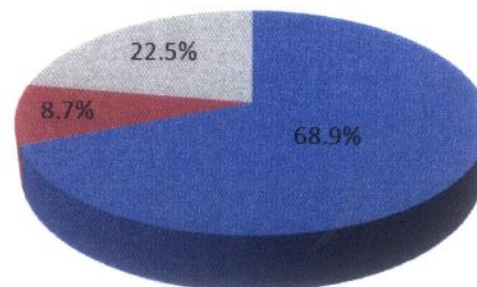
Attachment VII

DCFS
Percent of Reinvestment Funds that Address Specific Outcomes
Fiscal Year 2011 - 2012



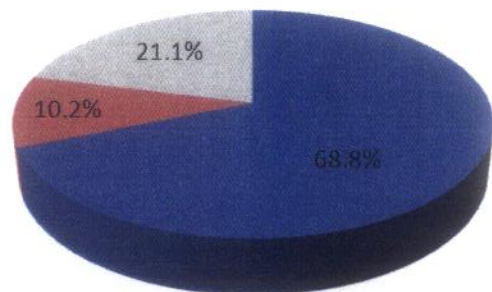
■ Improved Safety ■ Increased Permanency ■ Enhanced Self-sufficiency

DCFS
Percent of Reinvestment Funds that Address Specific Outcomes
Fiscal Year 2012 - 2013



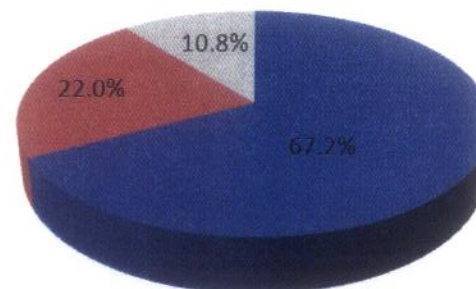
■ Improved Safety ■ Increased Permanency ■ Enhanced Self-sufficiency

Probation
Percent of Reinvestment Funds that Address Specific Outcomes
Fiscal Year 2011 - 2012



■ Increased Permanency ■ Placement Stability ■ Enhanced Self-sufficiency

Probation
Percent of Reinvestment Funds that Address Specific Outcomes
Fiscal Year 2012 - 2013



■ Increased Permanency ■ Placement Stability ■ Enhanced Self-sufficiency

Total County Waiver Investments for Project Year 4

FUNDED PROGRAM - WAIVER STRATEGY	Budget Amount for SFY 2010/11	Actuals SFY 2010/11 Quarter 1	Actuals SFY 2010/11 Quarter 2	Actuals SFY 2010/11 Quarter 3	Actuals SFY 2010/11 Quarter 4	Brief Program Description	Notes on Actuals & Budget Amounts (Refer to next tab for additional waiver claiming information)
Team Decision Making (TDM)/Permanency Planning Conferences	\$ 2,874,000	\$ 821,708	\$ 853,000	\$ 873,389		Salaries of staff for TDM facilitators to provide TDM meetings at ERCP and to provide PPCs to youth most at risk of aging out of care without permanency.	
Youth Permanency (YP) Units	\$ 2,794,000	\$ 752,904	\$ 745,566	\$ 688,766		Salaries of staff in three YP Units to provide services to high-need youth to establish connections and find permanency.	
Upfront Assessments (UFA)	\$ 383,000	\$ 117,486	\$ 119,711	\$ 122,314		Salaries of staff for management of UFA	
UFA-Contracts with Family Preservation Agencies	\$ 11,839,000	\$ 2,697,797	\$ 1,548,252	\$ 1,846,192		Contracts with Family Preservation Agencies to provide UFA and attend TDMs	
PIDP Contracted Services with Community-based agencies	\$ 2,500,000	\$ 1,187,532	\$ 619,403	\$ 392,262		Contracts with Community-based agencies to provide preventive services to at-risk families	
Youth Development Services	\$ 1,454,000	\$ 34,981	\$ 152,208	\$ 213,894		Cash assistance to transitioning ILP eligible youth for educational expenses (e.g., High school graduation expenses and diploma incentives, exam fees, vocational tuition, educational and vocational administrative and parking fees, as well as clothing to attend school).	
Functional Family Therapy (FFT) - Administration Cost	\$ 135,000	\$ 50,758	\$ 51,962	\$ 53,586	\$ 53,585	Supervising Program Analyst providing Administrative support to FFT Program	
DMH FFT Services for Probation Youth	\$ 105,000			\$ 78,722	\$ 29,841	Departmental Services Order with the Department of Mental Health for Functional Family Therapy (FFT) Services to be provided by DMH contractors for Probation youth and families	

FFT Externship - CiMH Contract	\$ 99,950					Contract with California Institute of Mental Health to develop FFT Externship Training site to expand capacity for Probation youth and decrease future training costs for Los Angeles County providers.	
DMH Multi-Systemic Therapy (MST)	\$ 52,000				\$ 32,288	Departmental Services Order with the Department of Mental Health for Multi-system Therapy (MST) Services to be provided by DMH contractors for Probation youth and families	
Cross-Systems Assessments (CSA) - Cost for Three DMH Clinicians	\$ 337,000	\$ 82,391	\$ 92,976	\$ 122,579	\$ 39,054	Departmental Services Order with the Department of Mental Health for three DMH clinicians providing mental health assessments at the Cross Systems Assessment (CSA)	
Propective Authorization and Utilization Review Unit - Staff Costs	\$ 423,000	\$ 101,177	\$ 100,175	\$ 106,822	\$ 105,719	Salaries of PAUR Unit created to match youth and families to appropriate services and monitor the utilization of resources.	
Probation FFT Services for Probation Youth	\$ 2,285,409	\$ 592,122	\$ 566,534	\$ 605,179	\$ 643,329	Salaries of staff trained as FFT interventionists providing FFT services to Probation youth.	BUDGETED AMOUNT IS BASED UPON 1ST-3RD QUARTER ACTUAL PLUS ESTIMATE FOR 4TH QUARTER (AVG)
Probation FFP Services for Probation youth.	\$ 2,905,953	\$ 646,770	\$ 830,729	\$ 922,324	\$ 905,906	Salaries of staff trained in FFP supervision providing FFP supervision to Probation youth.	BUDGETED AMOUNT IS BASED UPON 1ST-3RD QUARTER ACTUAL PLUS ESTIMATE FOR 4TH QUARTER (AVG)
TOTAL	\$ 28,187,313	\$ 7,085,625	\$ 5,680,515	\$ 6,026,029	\$ 903,815		

County Welfare Charges to Waiver Code 701 for Project Year 5

**Actuals listed should correspond to those listed on the Investments worksheet tab*

FUNDED PROGRAM - WAIVER STRATEGY	SFY 10/11 Actuals	Revised Amount	SFY 10/11 Actuals	Amount	SFY 10/11 Actuals	Amount	SFY 10/11 Actuals	Amount	SFY 11/12 Actuals	Amount	SFY 10/11 Amount	SFY 11/12 Amount	Claiming Notes/Comments
	Quarter 1 revised	Claimed to Code 701	Quarter 2 revised	Claimed to Code 701	Quarter 3 Actuals	Claimed to Code 701	Quarter 4 Actuals	Claimed to Code 701	Quarter 1 Actuals	Claimed to Code 701	Claimed to Code 701	Claimed to Code 701	
Team Decision Making (TDM)/Permanency Planning Conferences	\$ 821,708	\$ 821,708	\$ 874,149	\$ 874,149	\$ 873,389	\$ 873,389	\$ 922,566	\$ 922,566	\$ 896,865	\$ 896,865	\$ 3,491,812	\$ 896,865	Salaries of staff for TDM facilitators to provide TDM meetings at ERCP and to provide PPCs to youth most at risk of aging out of care without permanency.
Youth Permanency (YP) Units	\$ 752,904	\$ 752,904	\$ 764,052	\$ 764,052	\$ 688,766	\$ 688,766	\$ 726,685	\$ 726,685	\$ 724,319	\$ 724,319	\$ 2,932,407	\$ 724,319	Salaries of staff in three YP Units to provide services to high-need youth to establish connections and find permanency.
Upfront Assessments (UFA)	\$ 117,486	\$ 117,486	\$ 122,679	\$ 122,679	\$ 122,314	\$ 122,314	\$ 125,638	\$ 125,638	\$ 123,882	\$ 123,882	\$ 488,117	\$ 123,882	Salaries of staff for management of UFA
UFA-Contracts with Family Preservation Agencies	\$ 2,697,797	\$ 2,697,797	\$ 1,548,252	\$ 1,548,252	\$ 1,846,192	\$ 1,846,192	\$ 1,951,112	\$ 1,951,112	\$ 1,758,418	\$ 1,758,418	\$ 8,043,353	\$ 1,758,418	Contracts with Family Preservation Agencies to provide UFA and attend TDMs
PIDP Contracted Services with Community-based agencies	\$ 1,187,532	\$ 1,187,532	\$ 619,403	\$ 619,403	\$ 392,262	\$ 392,262	\$ 940,947	\$ 940,947	\$ 330,449	\$ 330,449	\$ 3,140,144	\$ 330,449	Contract with Community-based agencies to provide preventive services to at-risk families
Youth Development Services	\$ 34,981	\$ 34,981	\$ 33,561	\$ 33,561	\$ 213,894	\$ 213,894	\$ 411,711	\$ 411,711	\$ 63,450	\$ 63,450	\$ 694,147	\$ 63,450	Cash assistance to transitioning ILP eligible youth for educational expenses (e.g., High school graduation expenses and diploma incentives, exam fees, vocational tuition, educational and vocational administrative and parking fees, as well as clothing to attend school).
											\$ -	\$ -	
											\$ -	\$ -	
											\$ -	\$ -	
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											\$ -	\$ -	
TOTAL	\$ 5,612,408	\$ 5,612,408	\$ 3,962,096	\$ 3,962,096	\$ 4,136,817	\$ 4,136,817	\$ 5,078,659	\$ 5,078,659	\$ 3,897,383	\$ 3,897,383	\$ 18,789,980	\$ 3,897,383	

Probation Charges to Waiver Code 702 for Project Year 5**Actuals listed should correspond to those listed on the Investments worksheet tab*

FUNDED PROGRAM - WAIVER STRATEGY	SFY 11/12 Actuals Quarter 1	Amount Claimed to Code 702	SFY 11/12 Actuals Quarter 2	Amount Claimed to Code 702	SFY 11/12 Actuals Quarter 3	Amount Claimed to Code 702	SFY 11/12 Actuals Quarter 4	Amount Claimed to Code 702	Total Amount Claimed to Code 702	Claiming Notes/Comments
<u>Functional Family Therapy (FFT) - Administration Cost</u>	\$ 53,585	\$ 53,585							\$ 53,585	Supervising Program Analyst providing Administrative support to FFT Program
<u>Propective Authorization and Utilization Review Unit - Staff Cost</u>	\$ 138,784	\$ 138,784							\$ 138,784	Salaries of PAUR Unit created to match youth and families to appropriate services and monitor the utilization of resources
<u>Probation FFT Services for Probation Youth</u>	\$ 620,444	\$ 620,444							\$ 620,444	Salaries of staff trained as FFT interventionists providing FFT services to Probation youth
<u>Probation FFP Services for Probation Youth</u>	\$ 964,000	\$ 964,000							\$ 964,000	Salaries of staff trained as FFP supervision providing FFP supervision to Probation youth
<u>Cross-Systems Assessments (CSA) - Cost for Three DMH Clinicians</u>	\$ -	\$ -						\$ -	\$ -	Departmental Service Order with the Department of Menth Health for three DMH clinicians providing mental health assessments at the Cross Systems Assessment (CSA)
TOTAL	\$ 1,776,813	\$ 1,776,813	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,776,813	

update: 12/20/2011

Title IV-E Waiver Probation Capped Allocation Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
<u>Administration Agreed Amount</u>					
Federal	\$51,109,000	\$54,419,520	\$64,599,319	\$63,794,626	\$66,390,057
State Waiver Base	\$1,677,000	\$2,267,480	\$2,315,681	\$2,378,374	\$2,430,943
State Non-Base Waiver	\$734,537	\$734,721	\$734,721	\$734,721	\$734,721
County	\$53,631,000	\$53,631,000	\$53,631,000	\$53,631,000	\$53,631,000
10% Reduction	\$0	\$0	(\$305,040)	(\$311,310)	(\$316,566)
FY 2007-08 Rollover	\$0	\$0	\$0	\$674,449	\$0
FY 2008-09 Rollover	\$0	\$0	\$0	\$0	\$0
Sub Total	\$107,151,537	\$111,052,721	\$120,975,681	\$120,901,860	\$122,870,155

Assistance Agreed Amount (incl. in DCFS budget)**the agreed amount is the previous year amount*

	FY0607 actual	FY0708 actual	FY0809 actual	FY0910 actual	FY1011 actual
Federal	\$18,818,779	\$31,310,614	\$31,340,866	\$33,757,695	\$34,589,709
State	\$27,186,926	\$30,416,025	\$31,340,866	\$29,326,388	\$34,589,709
County	\$40,780,389	\$27,732,259	\$26,863,598	\$25,542,053	\$29,648,322
Sub total	\$86,786,094	\$89,458,898	\$89,545,330	\$88,626,136	\$98,827,740
Total	\$193,937,631	\$200,511,619	\$210,521,011	\$209,527,996	\$221,697,895

Administration Expenditures

Federal	\$51,109,000	\$53,976,419	\$64,325,824	\$64,078,036	\$16,391,950
State (Including non-base Waiver)	\$2,129,540	\$3,445,302	\$3,018,857	\$2,418,040	\$618,564
County	\$53,238,548	\$57,421,724	\$53,409,630	\$54,405,875	\$13,917,695
Sub Total	\$106,477,088	\$114,843,445	\$120,754,311	\$120,901,951	\$30,928,209
* Probation Cost on Extraneous Page	\$12,342,639	\$1,229,637	\$1,612,854		

Assistance Expenditures (incl. in DCFS budget)

Placement - incl. July to Oct, Wrap - July & August

Federal	\$31,310,614	\$31,340,866	\$33,757,695	\$34,589,709	\$11,067,924
State	\$30,416,025	\$31,340,866	\$29,326,388	\$34,589,709	\$11,067,924
County	\$27,732,259	\$26,772,598	\$25,542,053	\$29,648,322	\$9,486,792
Sub Total	\$89,458,898	\$89,454,330	\$88,626,136	\$98,827,740	\$31,622,640
Total	\$195,935,986	\$204,297,775	\$209,380,447	\$219,729,691	\$62,550,849

Surplus/Deficit	(\$1,998,355)	(\$3,786,156)	\$1,140,564	(\$10,201,695)	\$159,147,046
Cumulative Surplus/Deficit	(\$1,998,355)	(\$5,784,511)	(\$4,643,947)	(\$12,847,287)	

Probation Programs

IV-E WAIVER - REINVESTMENT

- FFT ADMIN *	\$82,030	\$90,380	\$0	\$209,890	\$53,585
- FFT ADMIN **	\$0	\$31,269	\$135,316	\$0	\$0
- PROBATION FFT/FFP *	\$0	\$0	\$0	\$2,924,767	\$1,584,444
- PROBATION FFT/FFP **	\$30,223	\$504,962	\$4,147,194	\$2,788,127	\$0
- CSA *	\$0	\$0	\$0	\$337,000	\$0
- CSA **	\$0	\$193,850	\$333,268	\$0	\$0
- PAUR *	\$0	\$0	\$0	\$413,892	\$138,784
- PAUR **	\$0	\$0	\$146,291	\$0	\$0

CWSOIP

- MST *	\$0	\$0	\$0	\$32,288	\$0
-DMH FFT *	\$0	\$0	\$0	\$108,562	\$0
-DMH FFT **	\$0	\$156,458	\$87,170	\$0	\$0
- PROBATION FFT/FFP TRAINING *	\$0	\$0	\$0	\$0	\$0
- PROBATION FFT/FFP TRAINING **	\$0	\$0	\$9,571	\$0	\$0

* Included in above expenditure

** Not included in above expenditures

update: 12/20/2011

Title IV-E Waiver Capped Allocation Expenditures

	CFL 07/08-56 FY 07/08	CFL 09/10-09 FY 08/09	CFL 10/11-03 FY 09/10	CFL 10/11-47 FY 10/11	CFL 11/12-18 FY 11/12
<u>Administration Allocation</u>					
Federal	\$174,845,159	\$176,053,722	\$170,483,388	\$175,989,735	\$178,189,992
Title XX transfer	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607
State Waiver Base	\$167,566,752	\$170,361,147	\$173,765,519	\$177,224,450	\$180,763,937
Title XX transfer	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)
State Non-Base Waiver	\$26,002,701	\$30,948,520	\$18,769,390	\$16,942,897	\$20,760,808
County	\$96,656,485	\$96,656,488	\$96,656,488	\$96,656,488	\$96,656,488
10% Reduction	\$0	\$0	(\$3,223,960)	(\$3,065,250)	(\$2,523,434)
FY 2007-08 Rollover	\$0	\$0	\$0	\$22,920,137	\$0
FY 2008-09 Rollover	\$0	\$0	\$0	\$0	\$59,009,980
Sub Total	\$465,071,097	\$474,019,877	\$456,450,825	\$486,668,457	\$532,857,771

Assistance Allocation

(incl. Title XX transfer)

Federal	\$129,670,304	\$120,148,251	\$123,147,176	\$123,820,108	\$126,139,650
Title XX transfer	\$14,134,512	\$14,134,393	\$14,134,393	\$14,134,393	\$14,134,393
State	\$94,774,406	\$91,545,307	\$90,620,466	\$92,634,944	\$87,371,623
Title XX transfer	(\$14,134,512)	(\$14,134,393)	(\$14,134,393)	(\$14,134,393)	(\$14,134,393)
County	\$140,797,647	\$153,845,774	\$154,714,435	\$156,035,980	\$151,929,711
Sub total	\$365,242,357	\$365,539,332	\$368,482,077	\$372,491,032	\$365,440,984
Total	\$830,313,454	\$839,559,209	\$824,932,902	\$859,159,489	\$898,298,755

Administration Expenditures

Federal	\$171,526,576	\$182,497,874	\$193,868,427	\$221,748,939	\$38,790,239
Federal Title XX transfer	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607	\$6,341,323
State (Including non-base Waiver)	\$169,266,690	\$185,138,741	\$196,867,822	\$200,665,038	\$39,408,804
State Title XX transfer	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$6,341,323)
County	\$151,923,539	\$156,426,740	\$191,273,876	\$198,030,875	\$32,630,214
Sub Total	\$492,716,805	\$524,063,355	\$582,010,125	\$620,444,852	\$110,829,257

Assistance Expenditures

					Incl. July to Oct
Federal	\$109,201,298	\$88,413,050	\$97,618,806	\$88,241,234	\$28,800,870
Federal Title XX transfer	\$14,134,512	\$14,134,393	\$14,134,393	\$14,134,393	\$14,134,393
State	\$106,081,261	\$88,413,050	\$84,804,576	\$88,241,234	\$28,800,870
State Title XX transfer	(\$14,134,512)	(\$14,134,393)	(\$14,134,393)	(\$14,134,393)	(\$14,134,393)
County	\$96,721,149	\$75,873,616	\$73,861,222	\$75,635,343	\$24,686,460
Sub Total	\$312,003,708	\$252,699,716	\$256,284,604	\$252,117,811	\$82,288,200

* County - SB163 Waiver uncalculated costs. FYI.

	\$2,711,942	\$2,630,245	\$2,599,602	\$2,233,297	\$503,536
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Total	\$804,720,513	\$776,763,071	\$838,294,729	\$872,562,663	\$193,117,457
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Surplus/Deficit	\$25,592,941	\$62,796,138	(\$13,361,827)	(\$13,403,174)	\$705,181,298
Cumulative Surplus/Deficit	\$25,592,941	\$88,389,079	\$75,027,252	\$36,031,137	

(B) Investments above FY 2007-08 Costs**List Programs claimed in PC#701**

Team Decision Making (TDM) / Permanency Planni	\$787,555	\$2,139,325	\$3,531,114	\$3,491,812	\$896,865
Youth Permanency (YP) Units	\$538,226	\$1,678,871	\$2,874,875	\$2,932,407	\$724,319
Upfront Assessments (UFA)	\$0	\$5,507	\$416,346	\$488,117	\$123,882
UFA-Contracts with Family Preservation Agencies	\$113,781	\$72,450	\$1,548,473	\$8,043,353	\$1,758,418
PIDP Contracted Services with Community-based a	\$0	\$0	\$0	\$3,140,144	\$330,449
Youth Development Services	\$0	\$0	\$356,786	\$694,149	\$63,450
	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0

Total Investment Expenditures	\$1,439,562	\$3,896,153	\$8,727,594	\$18,789,982	\$3,897,383
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(B) Information only. Those are pin code #701 expenditures which does not include all the costs. Starting FY10-11, we track the costs with pc#701.

Area 1 **Alameda**
Area 2 **Los Angeles**

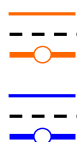
Interval **Oct 1**

Center for Social Services Research, University of California at Berkeley. Data Source: CWS/CMS 2011 Quarter 3 Extract.

http://cssr.berkeley.edu/ucb_childwelfare/

**I. Children in Family Maintenance (FM)
Pre-Placement, Post-Placement, and Total**

Interval
Oct 1



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alameda											
Pre-Placement	433	478	398	411	416	375	474	519	472	383	381
Post-Placement	377	448	357	327	280	237	252	276	257	217	219
FM Total	810	926	755	738	696	612	726	795	729	600	600
Los Angeles											
Pre-Placement	5,491	5,987	6,327	6,589	7,972	7,475	7,131	6,719	7,122	8,973	11,024
Post-Placement	3,851	3,605	3,498	3,679	3,702	3,819	4,332	4,499	4,222	4,046	4,071
FM Total	9,342	9,592	9,825	10,268	11,674	11,294	11,463	11,218	11,344	13,019	15,095

Point in Time

Time 1: **2006**

Time 2: **2011**

% Change

1.6%

-7.6%

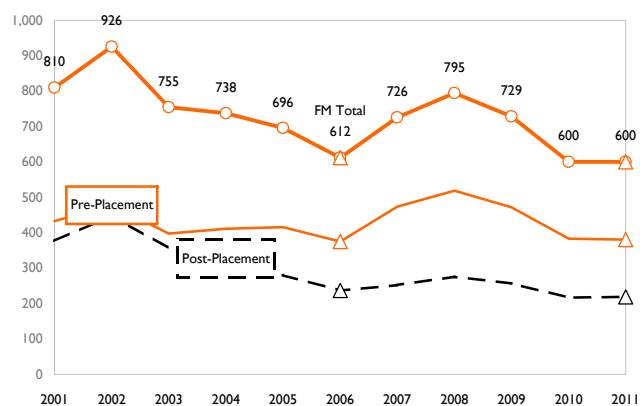
-2.0%

47.5%

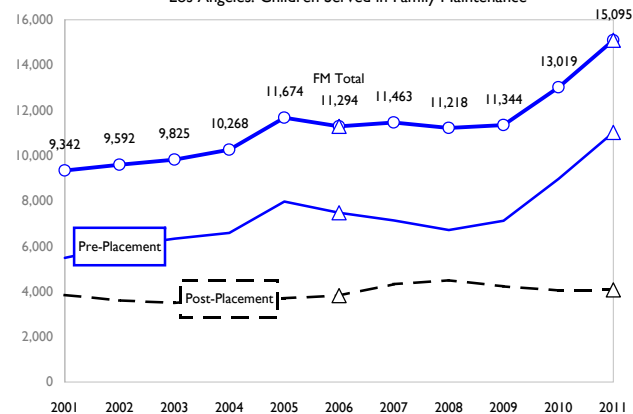
6.6%

33.7%

Alameda: Children Served in Family Maintenance



Los Angeles: Children Served in Family Maintenance



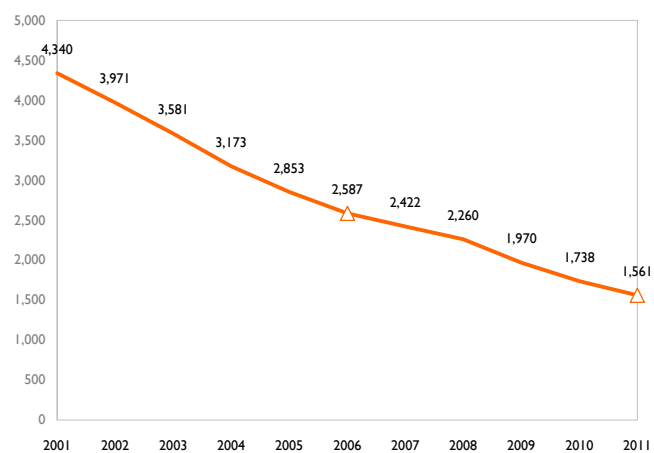
Note: Family Maintenance case services provided after Family Reunification and/or Permanent Placement case services that were provided during the same case opening are classed as Post-Placement Family Maintenance case services. Otherwise Family Maintenance case services are classed as Pre-Placement Family Maintenance services.

http://cssr.berkeley.edu/ucb_childwelfare/CaseServiceComponents.aspx

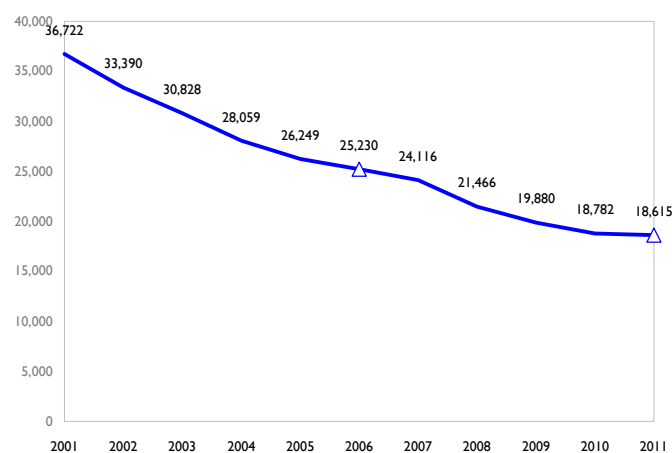
2. Children in Child Welfare Supervised Foster Care

Interval		Point in Time										
Oct 1		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<div style="color: orange;">—</div> <div style="color: blue;">—</div>	Alameda	4,340	3,971	3,581	3,173	2,853	2,587	2,422	2,260	1,970	1,738	1,561
	Los Angeles	36,722	33,390	30,828	28,059	26,249	25,230	24,116	21,466	19,880	18,782	18,615
		% Change										
		Time 1: 2006										
		Time 2: 2011										
		-39.7%										
		-26.2%										

Alameda: Children in Foster Care



Los Angeles: Children in Foster Care



Notes: These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). These data do not include children who are in voluntary foster care. See endnotes for additional information.

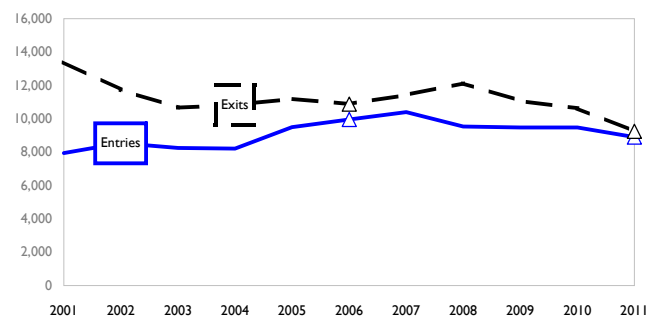
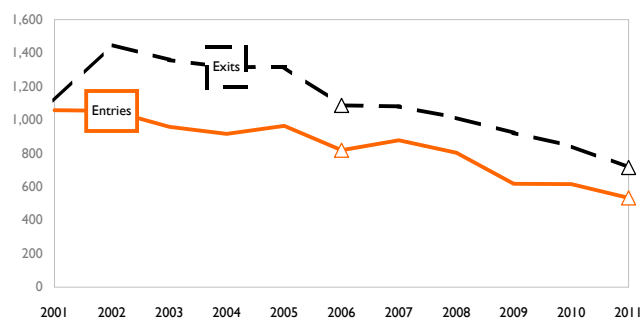
http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx

Interval
Oct 1-Sep 30

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alameda											
Entries	1,058	1,054	958	917	965	819	878	804	619	616	533
Exits	1,115	1,449	1,358	1,314	1,318	1,087	1,082	1,012	922	844	718
Los Angeles											
Entries	7,951	8,534	8,250	8,205	9,492	9,951	10,390	9,543	9,479	9,469	8,918
Exits	13,397	11,742	10,666	10,838	11,186	10,874	11,443	12,134	11,071	10,620	9,243

	Yr. Ending*
Time 1:	2006
Time 2:	2011
	% Change
	-34.8%
	-34.1%
	-10.5%
	-15.0%

Los Angeles: Children Entering and Exiting Foster Care



Notes: Data are limited to children in foster care for eight days or more. Children entering or exiting care more than once during the period are counted once. These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). An exit is defined as the end of a foster care placement episode, not necessarily termination of jurisdiction. See endnotes for more information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

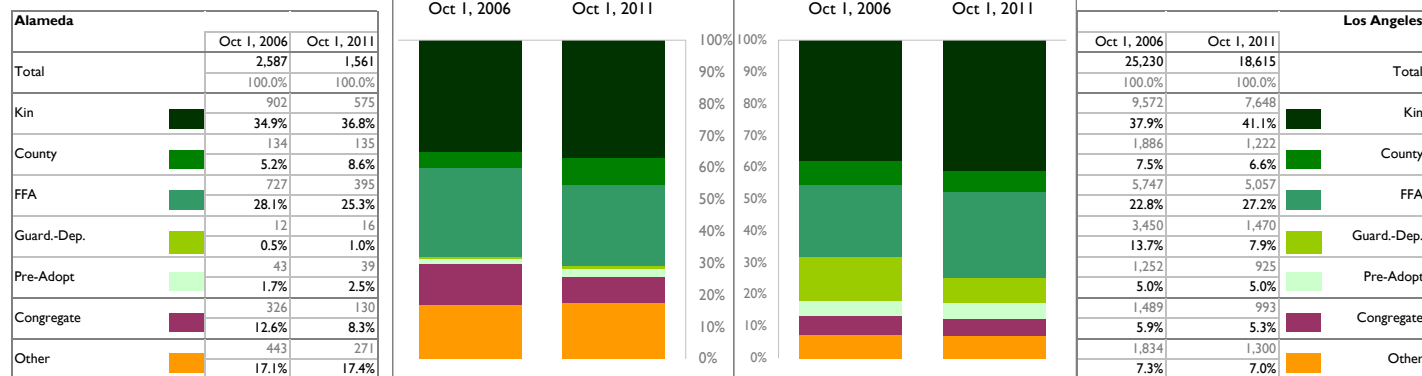
http://cssr.berkeley.edu/ucb_childwelfare/Entries.aspx for Entries

http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx for Exits

4. Children in Child Welfare Supervised Foster Care, by Placement Type

http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx

Interval												Time 1: 2006	
Oct 1		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Time 2: 2011
Alameda													
Family Setting	Kin	1,610	1,435	1,243	1,086	975	902	851	863	706	669	575	% Change
	County	488	383	294	189	146	134	135	128	127	114	135	-36.3%
	FFA	1,007	930	878	844	775	727	629	588	536	478	395	0.7%
	Guardian-Dep.	56	57	41	29	22	12	14	13	13	14	16	-45.7%
	Pre-Adopt	156	138	120	78	63	43	68	60	88	31	39	33.3%
Congregate Care		468	463	452	414	377	326	333	261	171	144	130	-9.3%
Other		555	565	553	533	495	443	392	347	329	288	271	-60.1%
Total		4,340	3,971	3,581	3,173	2,853	2,587	2,422	2,260	1,970	1,738	1,561	-38.8%
Los Angeles													
Family Setting	Kin	13,420	11,400	10,405	9,409	9,410	9,572	9,197	7,928	7,004	7,101	7,648	-20.1%
	County	4,079	3,790	3,407	2,713	2,201	1,886	1,702	1,409	1,273	1,255	1,222	-35.2%
	FFA	7,332	7,433	6,703	5,918	5,640	5,747	5,792	5,577	5,688	5,443	5,057	-12.0%
	Guardian-Dep.	3,090	3,306	3,365	3,550	3,643	3,450	3,144	2,753	2,246	1,826	1,470	-57.4%
	Pre-Adopt	1,783	1,182	1,071	1,198	1,166	1,252	1,281	1,288	1,232	800	925	-26.1%
Congregate Care		2,213	2,206	2,087	1,985	1,718	1,489	1,286	1,039	888	913	993	-33.3%
Other		4,805	4,073	3,790	3,286	2,471	1,834	1,714	1,472	1,549	1,444	1,300	-29.1%
Total		36,722	33,390	30,828	28,059	26,249	25,230	24,116	21,466	19,880	18,782	18,615	-26.2%



See endnotes for additional information.

5. In Care Rates, by Race and Ethnicity

Please see important note regarding population data.

Number of Children in the Population (For Children Ages 0-17)

Interval

Jul 1

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alameda											
Please see important note regarding population data.											
Black	58,808	57,503	55,758	53,837	51,835	49,850	47,999	46,053	46,053	40,932	40,932
White	111,917	109,164	105,499	101,763	97,671	94,354	91,734	89,471	89,471	77,673	77,673
Hispanic	96,359	99,177	101,731	104,159	106,434	109,073	112,126	115,043	115,043	108,716	108,716
Asian / P.I.	75,822	77,690	79,253	80,868	82,306	83,780	85,413	87,946	87,946	85,911	85,911
Native American	1,285	1,267	1,243	1,227	1,192	1,155	1,139	1,118	1,118	848	848
Total	344,191	344,801	343,484	341,854	339,438	338,212	338,411	339,631	339,631	314,080	314,080
Los Angeles											
Please see important note regarding population data.											
Black	265,640	261,902	256,821	250,582	243,883	236,061	227,550	219,070	219,070	187,372	187,372
White	548,404	543,388	535,907	526,096	512,812	496,876	480,169	465,290	465,290	409,377	409,377
Hispanic	1,698,949	1,772,461	1,831,044	1,867,645	1,878,732	1,860,779	1,829,535	1,812,188	1,812,188	1,488,499	1,488,499
Asian / P.I.	253,604	253,595	253,470	252,863	252,111	249,681	247,212	247,329	247,329	233,846	233,846
Native American	6,427	6,119	5,789	5,374	4,963	4,496	4,015	3,554	3,554	3,446	3,446
Total	2,773,024	2,837,465	2,883,031	2,902,560	2,892,501	2,847,893	2,788,481	2,747,431	2,747,431	2,322,540	2,322,540

Time 1: 2004

Time 2: 2009

% Change

-14.5%

-12.1%

10.4%

8.8%

-8.9%

-0.7%

Number of Children in Child Welfare Supervised Foster Care (For Children Ages 0-17)

Interval

Jul 1

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alameda											
Black	3,010	2,789	2,415	2,133	1,865	1,664	1,499	1,375	1,144	1,011	863
White	646	557	464	454	414	352	349	320	264	256	258
Hispanic	497	492	503	403	405	416	408	423	373	334	279
Asian / P.I.	100	84	84	83	85	78	78	92	72	61	60
Native American	24	23	28	17	23	21	20	15	23	15	18
Total	4,277	3,945	3,494	3,090	2,792	2,531	2,354	2,225	1,876	1,677	1,478
Los Angeles											
Black	16,450	14,438	12,926	11,478	10,106	9,113	8,175	7,198	6,214	5,841	5,539
White	4,719	4,249	3,904	3,506	3,216	2,892	2,755	2,338	1,970	1,914	1,955
Hispanic	14,407	13,554	12,750	11,862	11,661	11,479	11,672	10,724	9,804	9,247	9,380
Asian / P.I.	516	536	496	455	420	397	388	380	332	339	299
Native American	165	152	142	125	110	108	94	84	69	97	99
Total	36,257	32,929	30,218	27,426	25,513	23,989	23,084	20,724	18,389	17,438	17,272

Time 1: 2004

Time 2: 2009

% Change

-46.4%

-41.9%

-7.4%

-13.3%

35.3%

-39.3%

-45.9%

-43.8%

-17.3%

-27.0%

-44.8%

-33.0%

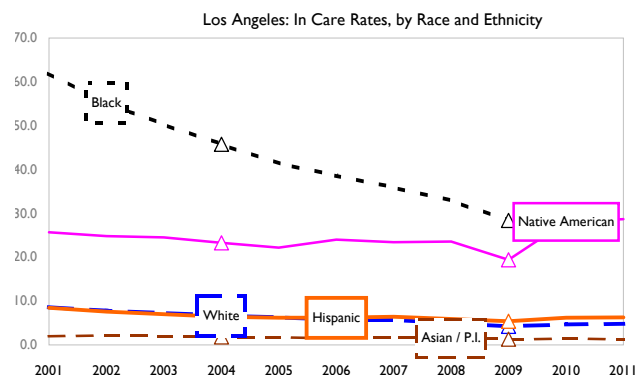
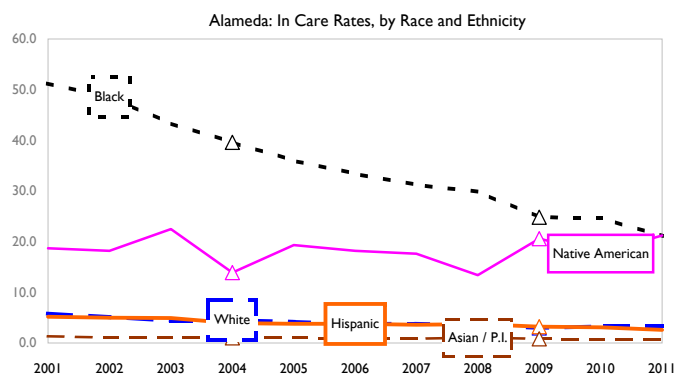
http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx for In Care Rateshttp://cssr.berkeley.edu/ucb_childwelfare/DisparityIndices.aspx for Disparity Indices

5. (cont'd) In Care Rates, by Race and Ethnicity

[Please see important note regarding population data.](#)

Number of Children in Child Welfare Supervised Foster Care per 1,000 Children in the Population (For Children Ages 0-17)

Interval	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	
Jul 1												
	Please see important note regarding population data.											
Alameda												
Black	51.2	48.5	43.3	39.6	36.0	33.4	31.2	29.9	24.8	24.7	21.1	
White	5.8	5.1	4.4	4.5	4.2	3.7	3.8	3.6	3.0	3.3	3.3	
Hispanic	5.2	5.0	4.9	3.9	3.8	3.8	3.6	3.7	3.2	3.1	2.6	
Asian / P.I.	1.3	1.1	1.1	1.0	1.0	0.9	0.9	1.0	0.8	0.7	0.7	
Native American	18.7	18.2	22.5	13.9	19.3	18.2	17.6	13.4	20.6	17.7	21.2	
	Please see important note regarding population data.											
Los Angeles												
Black	61.9	55.1	50.3	45.8	41.4	38.6	35.9	32.9	28.4	31.2	29.6	
White	8.6	7.8	7.3	6.7	6.3	5.8	5.7	5.0	4.2	4.7	4.8	
Hispanic	8.5	7.6	7.0	6.4	6.2	6.2	6.4	5.9	5.4	6.2	6.3	
Asian / P.I.	2.0	2.1	2.0	1.8	1.7	1.6	1.6	1.5	1.3	1.4	1.3	
Native American	25.7	24.8	24.5	23.3	22.2	24.0	23.4	23.6	19.4	28.1	28.7	
	Please see important note regarding population data.											
												% Change
												-37.4%
												-33.3%
												-17.9%
												-20.0%
												48.2%
												-38.0%
												-37.3%
												-15.6%
												-27.8%
												-16.7%

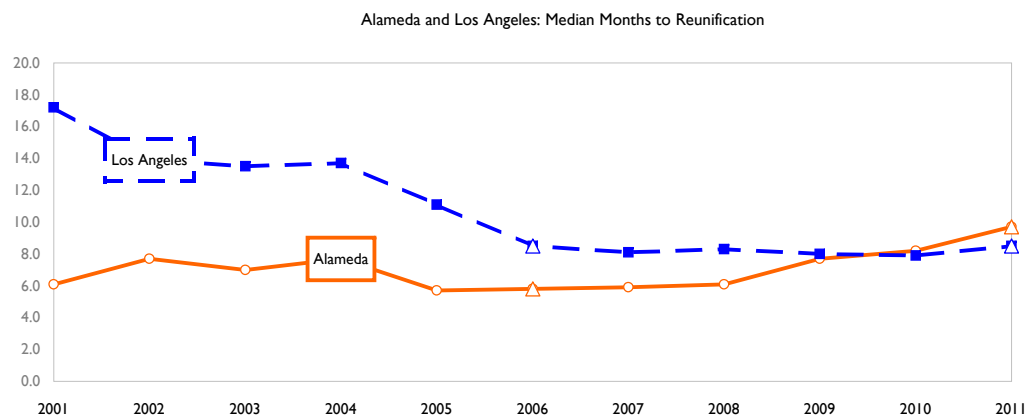


http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx for In Care Rates
http://cssr.berkeley.edu/ucb_childwelfare/DisparityIndices.aspx for Disparity Indices

6. Median Time in Months from Latest Removal to Reunification
For Exits to Reunification from Child Welfare Supervised Foster Care

Interval												
Oct 1-Sep 30	*	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alameda		6.1	7.7	7.0	7.7	5.7	5.8	5.9	6.1	7.7	8.2	9.7
Los Angeles		17.2	13.9	13.5	13.7	11.1	8.5	8.1	8.3	8.0	7.9	8.5

Yr. Ending*	
Time 1:	2006
Time 2:	2011
% Change	
	67.2%
	0.0%



Note: These data are limited to cases in which a child spent eight days or more in foster care. An exit to reunification may or may not correspond with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post placement family maintenance services. See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/c1M2.aspx

7. Percent of Children Reentering Child Welfare Supervised Foster Care in Less than Twelve Months

For Exits to Reunification from Child Welfare Supervised Foster Care

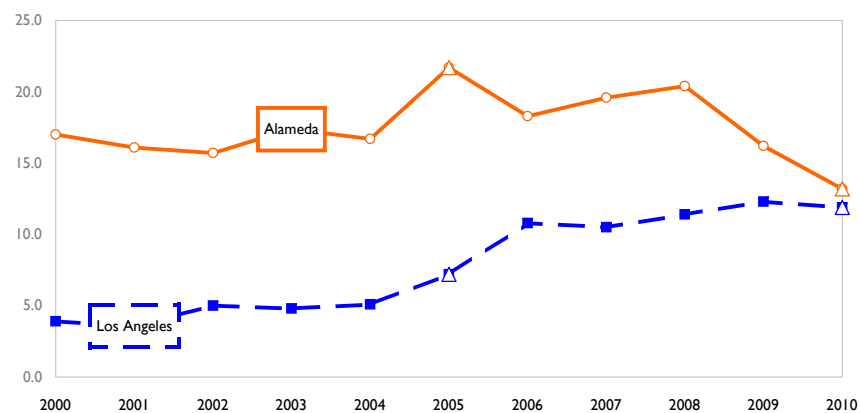
Interval

Oct 1-Sep 30

</

Yr. Ending*	
Time 1:	2005
Time 2:	2010
% Change	
	-39.2%
	65.3%

Alameda and Los Angeles: Percent Reentering in Less than Twelve Months



Note: An exit to reunification may or may not correspond with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post-placement family maintenance services. See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

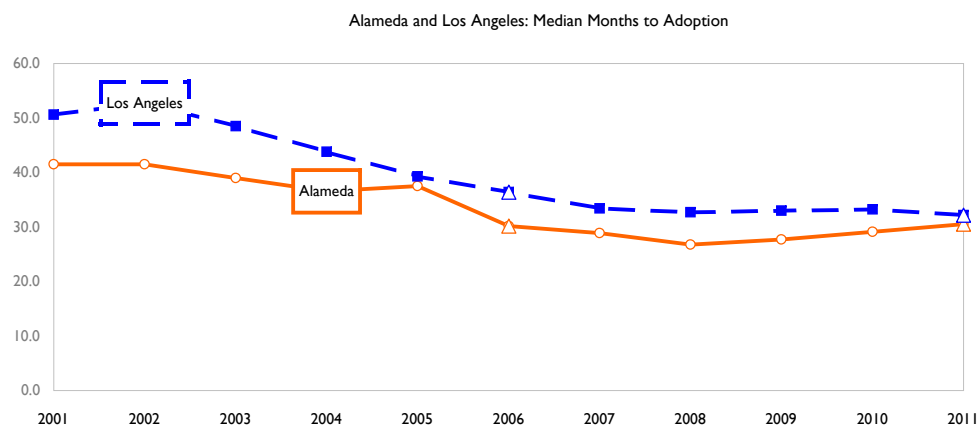
http://cssr.berkeley.edu/ucb_childwelfare/c1M4.aspx

**8. Median Time in Months from Latest Removal to Adoption
For Exits to Adoption from Child Welfare Supervised Foster Care**

Interval

Oct 1-Sep 30

	Yr. Ending*
Time 1:	2006
Time 2:	2011
	% Change
	1.0%
	-11.5%



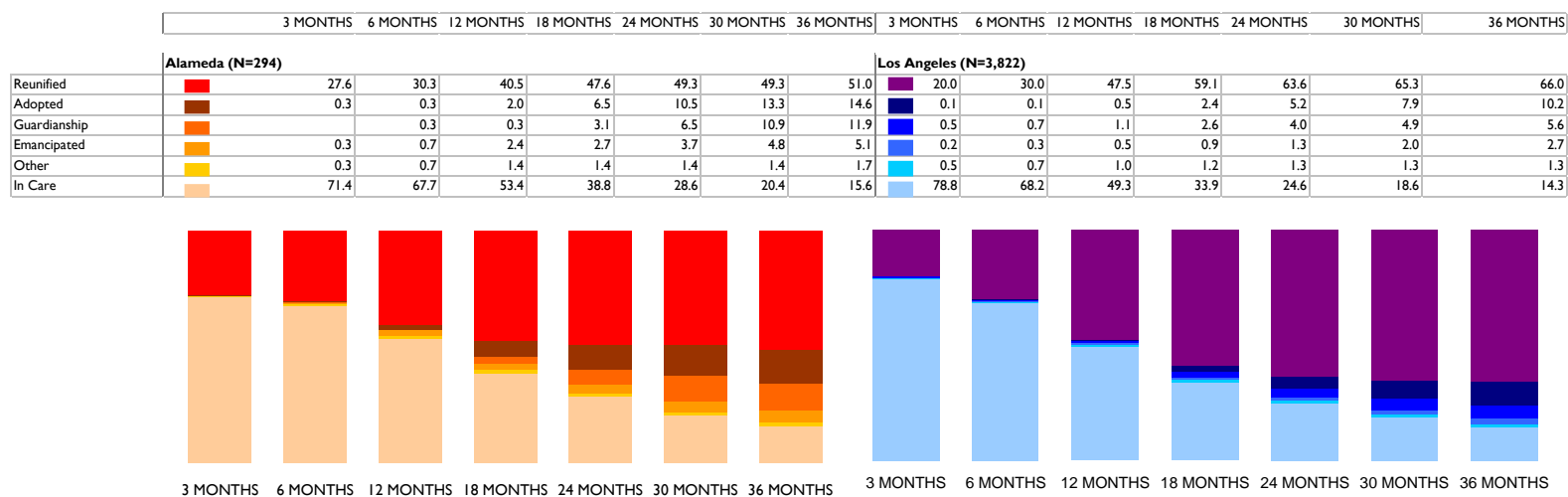
See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/C2M2.aspx

9. Percent Exiting Placement to Permanency Over Time by Exit Type

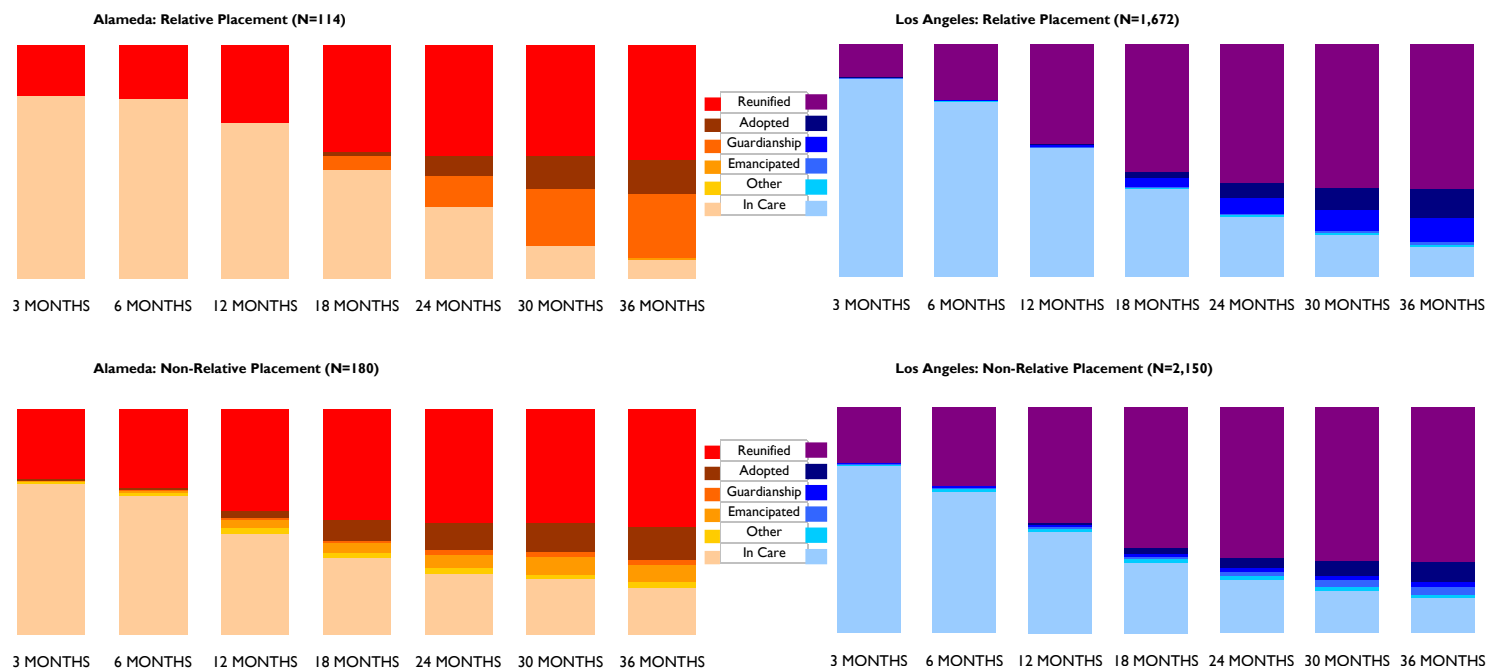
For Children Entering Child Welfare Supervised Foster Care for the First Time April 1, 2008 to September 30, 2008



Note: These data are limited to cases in which a child spent eight days or more in foster care.

http://cssr.berkeley.edu/ucb_childwelfare/c1M3.aspx

9. (cont'd) Percent Exiting Placement to Permanency Over Time by Exit Type
For Children Entering Child Welfare Supervised Foster Care for the First Time April 1, 2008 to September 30, 2008



Note: These data are limited to cases in which a child spent eight days or more in foster care.

http://cssr.berkeley.edu/ucb_childwelfare/c1M3.aspx

9. (cont'd) Percent Exiting Placement to Permanency Over Time by Exit Type

For Children Entering Child Welfare Supervised Foster Care for the First Time April 1, 2008 to September 30, 2008

	3 MONTHS							6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS						
	Alameda: Relative Placement (N=114)														Los Angeles: Relative Placement (N=1,672)											
Reunified	<div></div>	21.9	22.8		33.3		45.6	47.4		47.4		49.1	<div></div>	14.2		23.7		42.7		54.8	59.7		61.7		62.3	
Adopted	<div></div>						1.8	8.8		14.0		14.9	<div></div>	0.1		0.1		0.4		2.5	6.2		9.6		12.2	
Guardianship	<div></div>						6.1		13.2		24.6		27.2	<div></div>	0.3		0.5		1.1		4.1	7.0		8.8		10.4
Emancipated	<div></div>												0.9	<div></div>	0.1		0.1		0.2		0.4	0.5		1.0		1.4
Other	<div></div>													<div></div>	0.1		0.3		0.4		0.7	0.7		0.7		0.7
In Care	<div></div>	78.1	77.2		66.7		46.5	30.7		14.0		7.9	<div></div>	85.3		75.3		55.3		37.6	25.9		18.2		12.9	

	3 MONTHS 6 MONTHS 12 MONTHS 18 MONTHS 24 MONTHS 30 MONTHS 36 MONTHS								3 MONTHS 6 MONTHS 12 MONTHS 18 MONTHS 24 MONTHS 30 MONTHS 36 MONTHS							
	Alameda: Non-Relative Placement (N=180)								Los Angeles: Non-Relative Placement (N=2,150)							
Reunified	<div><div></div></div>	31.1	35.0	45.0	48.9	50.6	50.6	52.2	<div><div></div></div>	24.4	34.9	51.3	62.4	66.6	68.1	68.8
Adopted	<div><div></div></div>	0.6	0.6	3.3	9.4	11.7	12.8	14.4	<div><div></div></div>	0.0	0.1	0.6	2.2	4.5	6.6	8.6
Guardianship	<div><div></div></div>		0.6	0.6	1.1	2.2	2.2	2.2	<div><div></div></div>	0.7	0.8	1.2	1.4	1.6	1.8	1.9
Emancipated	<div><div></div></div>	0.6	1.1	3.9	4.4	6.1	7.8	7.8	<div><div></div></div>	0.2	0.4	0.8	1.3	2.0	2.8	3.6
Other	<div><div></div></div>	0.6	1.1	2.2	2.2	2.2	2.2	2.8	<div><div></div></div>	0.8	1.1	1.4	1.7	1.7	1.8	1.8
In Care	<div><div></div></div>	67.2	61.7	45.0	33.9	27.2	24.4	20.6	<div><div></div></div>	73.8	62.7	44.7	31.0	23.6	18.9	15.3

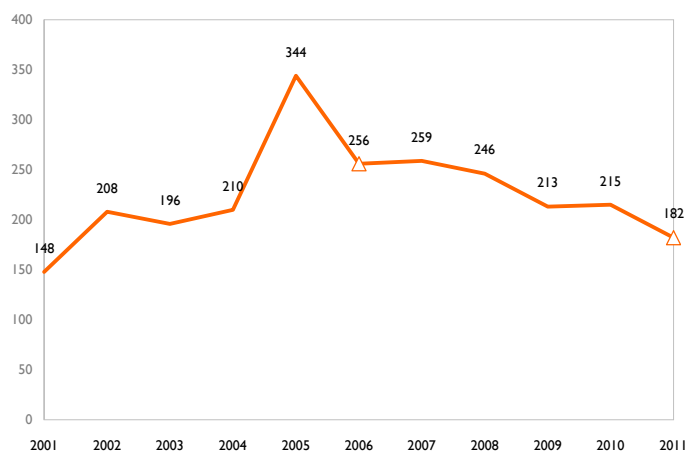
Note: These data are limited to cases in which a child spent eight days or more in foster care.

http://cssr.berkeley.edu/ucb_childwelfare/c1M3.aspx

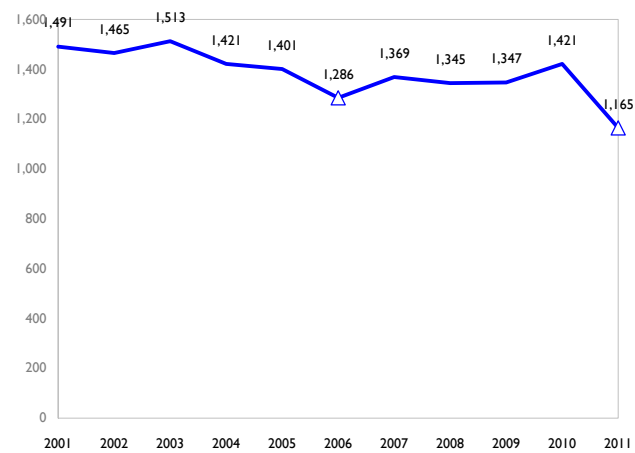
10. Children Exiting From Child Welfare Supervised Foster Care to Emancipation

Interval		* 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011											Point in Time
Oct 1-Sep 30													Time 1: 2006
													Time 2: 2011
													% Change
Alameda		148	208	196	210	344	256	259	246	213	215	182	-28.9%
Los Angeles		1,491	1,465	1,513	1,421	1,401	1,286	1,369	1,345	1,347	1,421	1,165	-9.4%

Alameda: Children Exiting From Foster Care to Emancipation



Los Angeles: Children Exiting From Foster Care to Emancipation



Notes: These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). Children exiting care more than once during the period are counted once. These data include children regardless of length of stay in foster care. See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx

Endnotes and Links

1. Children in Family Maintenance (FM)	
Pre-Placement, Post-Placement, and Total	
Data:	http://cssr.berkeley.edu/ucb_childwelfare/CaseServiceComponents.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CaseServiceComponents
2. Children in Child Welfare Supervised Foster Care	
Data:	http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=PIT
3. Children Entering and Exiting Child Welfare Supervised Foster Care	
Notes:	Children Entering and Exiting are child-level counts. Children entering care more than once during the period are counted once in entries. Similarly, if a child exits foster care more than once during the period he or she is counted once. These analyses can be replicated on the dynamic site using the 'All Children Entering' and 'Children Exiting' options.
Data:	Entries: http://cssr.berkeley.edu/ucb_childwelfare/Entries.aspx
	Exits: http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx
Methodology:	Entries: http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=Entries
	Exits: http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=Exits
4. Children in Child Welfare Supervised Foster Care, by Placement Type	
Notes:	<p>Placements are grouped into three categories: placements in family settings, placements in congregate care, and other placements. Family settings include Kin, County, Foster Family Agency (FFA), Guardian Dependent (Guard-Dep.), and Pre-Adopt. Placements in congregate care include Group Home and Shelter. Other placements include Court Specified, Non-Foster-Care, Transitional Housing, Guardian - Other, Runaway, Trial Home Visit, and Other.</p> <p>Foster Family Agencies (FFAs) are private, nonprofit corporations that certify and provide placements for children in foster family homes. FFAs assign their own social workers to provide services to children and foster parents. For children placed in FFAs, county social workers retain case management responsibilities, including reports and recommendations to the juvenile dependency court. Although counties are required to find placements based on the child's needs, some counties turn to facilities such as FFAs due to a lack of alternative placement resources in other less restrictive facilities.</p>
Data:	http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=PIT

5. In Care Rates, by Race and Ethnicity		
Number of Children in the Population (For Children Ages 0-17)		
Number of Children in Child Welfare Supervised Foster Care (For Children Ages 0-17)		
Number of Children in Child Welfare Supervised Foster Care per 1,000 Children in the Population (For Children Ages 0-17)		
Notes:	<p>Population Data Source:</p> <p>2000-2008 Data Based on California Department of Finance: E-3 Race / Ethnic Population Estimates with Age and Sex Detail, 2000-2008.</p> <p>2009 Data Based on California Department of Finance: E-3 Race / Ethnic Population Estimates with Age and Sex Detail, 2000-2008. *2008 DATA UTILIZED*</p> <p>2010 Data Based on 2010 Census - Detailed Age by Race/Hispanic Origin by Gender.</p> <p>2011 Data Based on 2010 Census - Detailed Age by Race/Hispanic Origin by Gender. *2010 DATA UTILIZED*</p> <p>Due to rounding, the sum of categories may not equal the total.</p> <p>Important Note: Although the California Department of Finance (DOF) has released the state's 2010 U.S. Census Summary file, the Department's 2000-2050 annual population projections have not yet been revised to reflect these data. The department has released updated estimates for the years 2000-2008 which adjust for fertility and migration patterns, however these are not based on the 2010 Census. The 2010 Census shows a reduction in total child population which is not reflected in earlier data. Additionally, revised data are not available for the years 2009 and 2011. In order to utilize these most recent data sources, we have chosen to substitute prior year's data for the missing years 2009 and 2011. Specifically: 2009 data is substituted with 2008 data and 2011 data is substituted with 2010 data. The California Department of Finance (DOF) anticipates release of revised Race / Ethnic Population Estimates with Age and Sex Detail in early 2013.</p>	
Data:	In Care Rates:	http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx
	Disparity Indices:	http://cssr.berkeley.edu/ucb_childwelfare/DisparityIndices.aspx
Methodology:	In Care Rates:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=InCareRates
	Disparity Indices:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=DisparityIndices
6. Median Time in Months from Latest Removal to Reunification		
For Exits to Reunification from Child Welfare Supervised Foster Care		
Notes:	<p>This measure computes the median length of stay for children exiting to reunification. Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Children in foster care for less than 8 days were excluded from the median calculation.</p> <p>Discharge to reunification is defined as an exit from care to parents or primary caretaker(s) and includes the following placement episode termination reason types:</p> <ul style="list-style-type: none">• Reunified with Parent/Guardian (Court)• Reunified with Parent/Guardian (Non-Court)• Child Released Home <p>If a child is discharged to reunification more than once during the specified year, the latest discharge to reunification is considered.</p>	
Data:	http://cssr.berkeley.edu/ucb_childwelfare/cIM2.aspx	
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CIM2	
7. Percent of Children Reentering Child Welfare Supervised Foster Care in Less than Twelve Months		
For Exits to Reunification from Child Welfare Supervised Foster Care		
Notes:	<p>This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge. The denominator is the total number of children who exited foster care to reunification in a 12 month period; the numerator is the count of these reunified children who then reentered care within 365 days of the reunification discharge date.</p> <p>Discharge to reunification is defined as a discharge to parents or primary caretaker(s) and includes the following CWS/CMS subcategories:</p> <ul style="list-style-type: none">• Reunified with Parent/Guardian (Court)• Reunified with Parent/Guardian (Non-Court)• Child Released Home <p>If a child is discharged to reunification more than once during the specified year, the first discharge to reunification is considered.</p>	
Data:	http://cssr.berkeley.edu/ucb_childwelfare/cIM4.aspx	
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CIM4	

8. Median Time in Months from Latest Removal to Adoption For Exits to Adoption from Child Welfare Supervised Foster Care	
Notes:	This measure computes the median length of stay for children exiting to adoption. Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included.
Data:	http://cssr.berkeley.edu/ucb_childwelfare/C2M2.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=C2M2
9. Percent Exiting Placement to Permanency Over Time by Exit Type For Children Entering Child Welfare Supervised Foster Care for the First Time April 1, 2008 to September 30, 2008 Total Relative Placement Non-Relative Placement	
Notes:	Exits are based on end dates for placement episodes. Generally, exits to adoption, guardianship and emancipation coincide with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post-placement family maintenance services. The division into exits from relative and non-relative placements corresponds to the following filter options: • Relative Placement = Last Caregiver Relationship: Relative Guardian, Relative Nonguardian • Non-Relative Placement = Last Caregiver Relationship: Nonrelative Guardian, Nonrelative Nonguardian
Data:	http://cssr.berkeley.edu/ucb_childwelfare/c1M3.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=C1M3
10. Children Exiting From Child Welfare Supervised Foster Care to Emancipation	
Notes:	Children Exiting to Emancipation is a child-level count. Children exiting care more than once during the period are counted once. This analyses can be replicated on the dynamic site using the 'Children Exiting' option.
Data:	http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=Exits